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TIGARD CITY COUNCIL  
MEETING

APRIL 20, 2004 6:30 p.m.

TIGARD CITY HALL  
13125 SW HALL BLVD  
TIGARD, OR 97223



**PUBLIC NOTICE:**

Assistive Listening Devices are available for persons with impaired hearing and should be scheduled for Council meetings by noon on the Monday prior to the Council meeting. Please call 503-639-4171, ext. 2410 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

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- Qualified bilingual interpreters.

Since these services must be scheduled with outside service providers, it is important to allow as much lead-time as possible. Please notify the City of your need by 5:00 p.m. on the Thursday preceding the meeting date by calling: 503-639-4171, ext. 2410 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

**SEE ATTACHED AGENDA**

**A G E N D A**  
**TIGARD CITY COUNCIL WORKSHOP MEETING**  
**APRIL 20, 2004**

6:30 PM

1. **WORKSHOP MEETING**
  - 1.1 Call to Order - City Council
  - 1.2 Roll Call
  - 1.3 Pledge of Allegiance
  - 1.4 Council Communications & Liaison Reports
  - 1.5 Call to Council and Staff for Non Agenda Items
  
2. **JOINT MEETING WITH THE INTERGOVERNMENTAL WATER BOARD – QUARTERLY WATER UPDATE**
  - Staff Report: Public Works Staff
  
3. **JOINT MEETING WITH THE TREE BOARD**
  - Staff Report: Public Works Staff
  
4. **JOINT MEETING WITH THE DOWNTOWN TASK FORCE**
  - Staff Report: Community Development Staff
  
5. **UPDATE FROM REPRESENTATIVES OF THE REGIONAL ECONOMIC DEVELOPMENT PARTNERS**
  - Staff Report: Community Development Staff
  
6. **UPDATE ON POLICE COMMUNICATION AND TECHNOLOGY**
  - Staff Report: Police Staff
  
7. **REVIEW OF PUBLIC ART FOR NEW TIGARD LIBRARY**
  - Staff Report: Library Staff
  
8. **UPDATE AND DISCUSSION OF THE BULL MOUNTAIN ANNEXATION PLAN TIMELINE AND PROCESS**
  - Staff Report: Community Development Staff

9. DISCUSSION OF EXCEPTIONS TO THE TRANSPORTATION SYSTEM PLAN STANDARDS ON CERTAIN STREET IMPROVEMENT PROJECTS
  - Staff Report: Engineering Staff
10. UPDATE ON COMMUNICATIONS
  - Staff Report: Administration Staff
11. DISCUSSION OF THE CITY MANAGER'S PERFORMANCE REVIEW
12. COUNCIL LIAISON REPORTS
13. NON-AGENDA ITEMS
14. EXECUTIVE SESSION: The Tigard City Council may go into Executive Session. If an Executive Session is called to order, the appropriate ORS citation will be announced identifying the applicable statute. All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(3), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.
15. ADJOURNMENT

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CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Quarterly Water Update

PREPARED BY: Dennis Koellermeier DK DEPT HEAD OK EAM for WAM CITY MGR OK EAM for WAM

ISSUE BEFORE THE COUNCIL

The City continues to make progress on a variety of issues since the last Council update regarding Tigard's efforts to secure a long term water supply as well as to capacity increasing projects. This will be the fifth joint meeting with the Intergovernmental Water Board where City staff will brief the Council and IWB on the most current information available regarding both our relationship with the City of Portland and our efforts to become members of the Joint Water Commission (JWC). In addition, an update will be provided relating to the second phase of the Aquifer Storage Recovery Program and Alberta Rider School Reservoir.

STAFF RECOMMENDATION

No action is recommended at this time

INFORMATION SUMMARY

The City has been actively pursuing ownership in a long term source of water. Past and current Council goals, as well as the visioning process, have consistently directed the City to this goal. We have been working on two projects to this end, one being the regionalization of the Bull Run System and the other being membership in the Joint Water Commission. Since the City of Portland has withdrawn their support of a regional agency, Tigard, along with other suburban wholesalers, are now focusing on the renegotiations of new wholesale water contracts. This process has been underway since May 2003 and staff will present a status report on the progress.

At the same time, our efforts to gain membership into the Joint Water Commission (JWC) have been successful. On April 9, 2004, the full JWC met and Tigard's membership was approved. Tigard had requested a membership that is based on the ability to obtain a firm supply of 4 million gallons per day (mgd) from the Commission. The Commission has approved a one year lease of member assets that covers the summer water use period from May 1 through October 31, as follows:

1. 1,730 acre-feet of stored raw water;
2. Up to 4 mgd of Water Treatment Plant capacity; and
3. Up to 4 mgd of transmission piping capacity.

The stored raw water volume shown in #1 above equates to an average flow during the 180-day summer lease period of roughly 3.1 mgd. The reason that this average rate is below the 4 mgd requested, is that the partners do not have enough stored raw water capacity to offer this year. The City will be able to take flow rates up to 4 mgd through the treatment plant and the transmission piping system during peak summer days, but would not be able to continue that flow rate for the entire period.

Staff will also present a status report on the Tualatin River Basin Water Supply Study. In addition, the City continues to pursue options for increasing current capacity. The second well for our Aquifer Storage Recovery (ASR) Program is currently being constructed. The Alberta Rider School Reservoir is another project currently underway. Staff will present a report on the status of this project.

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OTHER ALTERNATIVES CONSIDERED

N/A

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VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

Current Council Goals and the Visioning document identify the desire to obtain a long term water supply as well as to increase capacity.

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ATTACHMENT LIST

Long term Water Supply options cost analysis excerpt.

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FISCAL NOTES

N/A

**Scenario 1A Total Costs 2003-2028**

Portland Water Bureau A	Total	TWWD	Tigard	Tualatin	Beaverton	Others
Bull Run Treatment (Membrane)	\$ 241,906,356	\$ 66,475,867	\$ 17,517,191	\$ 20,610,422	\$ 7,741,003	\$ 129,561,873
Powell Butte Terminal Res. #2	66,939,887	18,395,081	4,847,325	5,703,278	2,142,076	35,862,126
Bull Run Dev.: Raise Dams...	20,847,303	5,728,839	1,509,618	1,776,190	667,114	11,165,542
Conduit 5	26,712,139	7,340,466	1,934,309	2,275,874	854,788	14,306,672
Washington Co. Supply #2	160,713,224	113,905,455	22,531,751	11,011,919	13,264,099	-
<b>Subtotal: PWB-A Capital Outlay</b>	<b>517,118,909</b>	<b>211,845,737</b>	<b>48,340,194</b>	<b>41,377,684</b>	<b>24,669,081</b>	<b>190,886,213</b>
O&M Costs	\$ 953,129,123	\$ 579,499,249	\$ 135,242,818	\$ 139,719,528	\$ 98,667,528	n/a
<b>Subtotal: PWB-A Capital + O&amp;M</b>	<b>\$ 1,470,248,032</b>	<b>\$ 791,344,986</b>	<b>\$ 183,583,013</b>	<b>\$ 181,097,212</b>	<b>\$ 123,336,609</b>	<b>\$ 190,886,213</b>
Contributions to Other Agencies	12,319,677	8,366,133	-	-	3,953,544	n/a
<b>Total Cost</b>	<b>\$ 1,482,567,710</b>	<b>\$ 799,711,119</b>	<b>\$ 183,583,013</b>	<b>\$ 181,097,212</b>	<b>\$ 127,290,153</b>	<b>\$ 190,886,213</b>

**Scenario 1B Total Costs 2003-2028**

Portland Water Bureau B	Total	TWWD	Tigard	Tualatin	Beaverton	Others
Bull Run Treatment (UV)	\$ 65,865,552	\$ 18,099,865	\$ 4,769,532	\$ 5,611,748	\$ 2,107,699	\$ 35,276,748
Powell Butte Terminal Res. #2	66,939,887	18,395,081	4,847,325	5,703,278	2,142,076	35,862,126
Bull Run Dev.: Raise Dams...	20,847,303	5,728,839	1,509,618	1,776,190	667,114	11,165,542
Conduit 5	26,712,139	7,340,466	1,934,309	2,275,874	854,788	14,306,672
Washington Co. Supply #2	160,713,224	113,905,455	22,531,751	11,011,919	13,264,099	-
<b>Subtotal: PWB-B Capital Outlay</b>	<b>341,078,145</b>	<b>163,469,735</b>	<b>35,592,535</b>	<b>26,379,011</b>	<b>19,035,776</b>	<b>96,601,087</b>
O&M Costs	\$ 926,192,831	\$ 552,994,553	\$ 130,984,631	\$ 135,332,615	\$ 96,881,021	n/a
<b>Subtotal: PWB-B Capital + O&amp;M</b>	<b>\$ 1,267,270,976</b>	<b>\$ 726,464,288</b>	<b>\$ 166,577,167</b>	<b>\$ 161,711,626</b>	<b>\$ 115,916,798</b>	<b>\$ 96,601,087</b>
Contributions to Other Agencies	12,319,677	8,366,133	-	-	3,953,544	n/a
<b>Total Cost</b>	<b>\$ 1,279,590,653</b>	<b>\$ 734,830,431</b>	<b>\$ 166,577,167</b>	<b>\$ 161,711,626</b>	<b>\$ 119,870,342</b>	<b>\$ 96,601,087</b>

**Scenario 2 Total Costs 2003-2028**

Joint Water Commission	Total	TWWD	Tigard	Tualatin	Beaverton	Others
Scoggin Dam	\$ 145,782,590	\$ 32,130,483	\$ 32,130,483	\$ 4,898,295	\$ 12,172,846	\$ 64,450,483
Sain Creek Tunnel	27,079,184	5,968,252	5,968,252	909,861	2,261,112	11,971,707
Raw Water Phase 1	53,685,628	7,392,511	7,392,511	1,127,398	5,454,460	32,318,748
Plant Upgrade #1	70,188,530	15,834,532	17,708,566	4,471,009	7,629,493	24,544,929
Fern Hill	31,308,135	6,054,993	4,536,549	1,145,878	5,507,101	14,063,614
NTL Phase IIB	5,000,000	2,500,000	-	-	-	2,500,000
Fish Screens	2,400,000	480,000	-	-	600,000	1,320,000
Transmission - Tigard	28,646,609	-	28,646,609	-	-	-
Transmission - Tualatin	25,238,680	-	-	25,238,680	-	-
Transmission - Beaverton 1	4,102,956	-	-	-	4,102,956	-
Transmission - Beaverton 2	2,037,922	-	-	-	2,037,922	-
Transmission - Beaverton 3	4,042,527	-	-	-	4,042,527	-
Capital Reimbursement - Tigard	6,753,053	-	6,753,053	-	-	-
Direct Replacement Contribution	30,582,792	5,386,133	7,378,138	2,892,919	3,353,544	11,572,058
<b>Subtotal: JWC Capital Outlay</b>	<b>436,848,607</b>	<b>75,746,905</b>	<b>110,514,161</b>	<b>40,684,040</b>	<b>47,161,961</b>	<b>162,741,540</b>
O&M Costs	\$ 555,449,631	\$ 350,664,854	\$ 44,208,881	\$ 100,315,035	\$ 60,260,861	n/a
<b>Subtotal: JWC Capital + O&amp;M</b>	<b>\$ 992,298,238</b>	<b>\$ 426,411,759</b>	<b>\$ 154,723,042</b>	<b>\$ 140,999,076</b>	<b>\$ 107,422,822</b>	<b>\$ 162,741,540</b>
Contributions to Other Agencies	16,281,974	13,436,581	-	2,845,394	-	n/a
<b>Total Cost</b>	<b>\$ 1,008,580,212</b>	<b>\$ 439,848,340</b>	<b>\$ 154,723,042</b>	<b>\$ 143,844,469</b>	<b>\$ 107,422,822</b>	<b>\$ 162,741,540</b>

**Scenario 3 Total Costs 2003-2028**



Willamette Treatment Plant	Total	TVWD	Tigard	Tualatin	Beaverton	Others
Plant Expansion	\$ 167,660,649	\$ 106,480,392	\$ 30,255,810	\$ 17,551,713	\$ 13,372,734	\$ -
Transmission - TVWD	60,101,524	60,101,524	-	-	-	-
Transmission - Tigard	8,574,147	-	8,574,147	-	-	-
Transmission - Tualatin	2,974,938	-	-	2,974,938	-	-
Transmission - Beaverton	6,998,721	-	-	-	6,998,721	-
Capital Reimbursement - TVWD	970,187	970,187	-	-	-	-
Capital Reimbursement - Tigard	4,355,043	-	4,355,043	-	-	-
Capital Reimbursement - Tualatin	2,526,406	-	-	2,526,406	-	-
Capital Reimbursement - Beaverton	1,924,880	-	-	-	1,924,880	-
Direct Replacement Contribution	16,528,476	11,178,375	2,605,660	1,377,428	1,367,014	-
Subtotal: Willamette Capital Outlay	272,614,972	178,730,479	45,790,660	24,430,485	23,663,349	-
O&M Costs	\$ 480,302,377	\$ 262,375,021	\$ 51,449,800	\$ 103,188,765	\$ 63,288,791	n/a
Subtotal: Willamette Capital + O&M	\$ 752,917,349	\$ 441,105,500	\$ 97,240,460	\$ 127,619,250	\$ 86,952,139	\$ -
Contributions to Other Agencies	28,601,652	21,802,714	-	2,845,394	3,953,544	n/a
Total Cost	\$ 781,519,000	\$ 462,908,214	\$ 97,240,460	\$ 130,464,643	\$ 90,905,684	\$ -



AGENDA ITEM # 3  
FOR AGENDA OF 4/20/04

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Joint Meeting between Tree Board and City Council

PREPARED BY: Matt Stine (2589) DEPT HEAD OK  CITY MGR OK 

ISSUE BEFORE THE COUNCIL

Tree Board Update

STAFF RECOMMENDATION

Staff recommends that Council and the Tree Board participate in their first joint meeting.

INFORMATION SUMMARY

On January 23, 2001, the Tigard City Council established the Tigard Tree Board. The board's first meeting was held on May 22, 2001 after numerous interviews with interested Tigard citizens. The board was made up initially of three citizens and one Planning Commission member with the City Forester, Matt Stine serving as the Staff Liaison for the city. There has been a high turnover rate with board members coming and going, but we currently have four citizens on the board and one Planning Commission member. The citizens are Bob Tinnin (the Chair), Janet Gillis, Rob Callan and Robert Cancelosi. The representative from the Planning Commission is Bill Haack.

Since being formed, the Tree Board has developed a mission statement, written its goals and objectives and reviewed and helped modify Tigard's Street Tree List. The members have participated in several volunteer tree planting events, developed the Street Tree Planting Program and attended Arbor Day celebrations. The Tree Board members are currently developing a Heritage Tree Program, creating a Witness Oak Award, and they are working with downtown business leaders and city officials to have more street trees planted along Main Street and, eventually, Burnham Street.

The Tree Board has a website that has a direct link from a couple of pages on Tigard's website. The links are on the "Parks in Tigard" page and the "Boards and Committees" page.

Issues to be discussed at this first joint meeting are:

- a) What has the Board learned?,
- b) Board goals,
- c) Chapter 18 of the Community Development Code,
- d) Vision of the Board and Council related to the city's need for urban forestry.

OTHER ALTERNATIVES CONSIDERED

n/a

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VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

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ATTACHMENT LIST

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Tree Board's Goals and Objectives  
Tree Board's Mission Statement  
Power Point presentation

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FISCAL NOTES

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n/a

## TIGARD TREE BOARD

The Tigard Tree Board assumes two primary concerns with regard to trees and other vegetation on public lands within the City of Tigard. We are concerned with the sound management of arboreal resources and with the availability of information about effective and attractive use of vegetation. As a volunteer group, we will move as quickly and effectively as available time will allow, but movement toward some objectives may be slow. Nevertheless, we set the following goals and objectives for ourselves:

### 1. PROVIDE A FOCUS FOR EFFECTIVE URBAN FOREST MANAGEMENT WITHIN THE CITY OF TIGARD

- develop and maintain urban forest master plan
- support development and maintenance of sound management tools (e.g., street tree inventory)
- require developers to protect/plant trees (permit process)
- establish awards for businesses/developers that show meritorious regard for plants
- encourage the establishment and maintenance of right-of-way plantings throughout the city
- facilitate a mechanism for citizens to express concerns about City management of vegetation (tree pruning, weed abatement, etc.) and to receive a timely response to their expressed concerns

### 2. PROVIDE AN EDUCATIONAL FOCUS FOR THE PEOPLE OF TIGARD CONCERNING PERENNIAL PLANTS

- develop and provide ecologically sound information about plants and plant products to individuals and neighborhood associations
- articles for the *Cityscape*
- promote awareness of invasive species

## TIGARD TREE BOARD MISSION STATEMENT

The Tigard Tree Board assumes two primary concerns with regard to trees and other vegetation on public lands within the City of Tigard. We advocate for sound management of arboreal resources and serve the citizens of Tigard as an educational resource on effective and attractive use of vegetation.

As advocates of sound management of our arboreal resources, we will...

- support development and maintenance of sound management tools
- review and comment on tree protection guidelines as the need arises
- establish awards for businesses/developers that show meritorious regard for plants
- encourage the establishment and maintenance of right-of-way plantings
- facilitate a mechanism for citizens to express concerns about City management of vegetation (tree pruning, weed abatement, etc.) and to receive a timely response to their expressed concerns

As an educational resource, we will...

- develop and provide ecologically sound information about plants and plant products to individuals and neighborhood associations
- write articles for the *Cityscape*
- promote awareness of invasive species
- provide special speaking engagements or written information upon request
- assist with special events planning (e.g., Arbor Day)

As always, we must ask ourselves...

- Have we done this?
- If yes, are we being effective? How could we improve?
- If no, should we keep it or cut it?



## Tigard Tree Board



- Bob Tinnin (Chair)
- Janet Gillis
- Rob Callan
- Robert Cancelosi
- Bill Haack (Planning Commission)



## Mission Statement



The Tigard Tree Board assumes two primary concerns with regard to trees and other vegetation on public lands within the City of

Tigard:

1. Advocate for sound management of arboreal resources;
2. Serve the citizens of Tigard as an educational resource on effective and attractive use of vegetation.



## Goals & Objectives



1. PROVIDE A FOCUS FOR EFFECTIVE URBAN FOREST MANAGEMENT WITHIN THE CITY OF TIGARD
2. PROVIDE AN EDUCATIONAL FOCUS FOR THE PEOPLE OF TIGARD CONCERNING PERENNIAL PLANTS



## Activities



1. Street Tree Planting Program
2. Trees on Main Street
3. Witness Oak Award
4. Reviews of Street Tree List and Development Code
5. Volunteer Tree Plantings
6. Heritage Tree Program

**THANK YOU!**

and Goodnight



AGENDA ITEM # 4  
FOR AGENDA OF 4/20/04

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Joint Meeting with the Downtown Task Force

PREPARED BY: Barbara Shields DEPT HEAD OK [Signature] CITY MGR OK [Signature]

ISSUE BEFORE THE COUNCIL

Meet with the Task Force for a process update and to discuss the draft Public Participation Program for the Downtown Tigard Improvement Plan.

STAFF RECOMMENDATION

Comments and suggestions on the draft plan should be raised in this meeting to allow the Task Force time to finalize the plan before the consultant is hired.

INFORMATION SUMMARY

The City Council appointed the Downtown Task Force in November 2002 for an 18-month term. The Task Force completed its first two objectives, issuing the "Recommended Design Elements for the Downtown Tigard Commuter Rail Station" document in Spring 2003. The Task Force also examined Downtown's existing land use and economic conditions to identify revitalization and economic development needs.

The Downtown Task Force is now preparing for the Downtown Tigard Improvement Plan and an extended term and membership. For FY 2004-2005, the City will receive a \$113,000 Transportation and Growth Management Grant (TGM) for the planning process. The Downtown Task Force will guide the Plan, which will provide a practical strategy for a community-supported, financially sound downtown improvement effort stimulated by transportation infrastructure improvements.

Tigard's Comprehensive Plan requires all planning processes to include citizen involvement. The draft *Public Participation Program for the Downtown Tigard TGM Grant* addresses the Comprehensive Plan requirements and the Downtown Tigard Improvement Plan goals. The primary objective of the Public Participation Program is to incorporate broad-based public participation early and throughout the planning process in order to build a community-supported improvement plan.

Comments and suggestions on the draft plan should be raised in this meeting to allow the Task Force time to finalize the plan before the consultant is hired. There will be a May study session to discuss the grant scope of work, which the state is currently reviewing.

In addition, the April 20<sup>th</sup> work session will provide an opportunity for the Task Force and Council to discuss other issues related to Task Force's work.

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OTHER ALTERNATIVES CONSIDERED

Not applicable.

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VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY/  
APPLICABLE COMPREHENSIVE PLAN POLICIES

Community Character and Quality of Life/Central Business District Goal #1, Provide opportunities to work proactively with Tigard Central Business District Association (TCBDA) businesses and property owners and citizens of Tigard to set the course for the future of the central business district.

Comprehensive Plan Goal 2, Citizen Involvement:

2.1.1 The City shall maintain an ongoing citizen involvement program and shall assure that citizens will be provided an opportunity to be involved in all phases of the planning process.

2.1.2 The opportunities for citizen involvement provided by the city shall be appropriate to the scale of the planning effort and shall involve a broad cross-section of the community.

2.1.3 The City shall ensure that information on land use planning issues is available in an understandable form for all interested citizens.

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ATTACHMENT LIST

Attachment 1: Draft Public Participation Program

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FISCAL NOTES

Not applicable.

**DOWNTOWN TIGARD  
IMPROVEMENT PLAN**

**[LOGO]  
FOR THE HEART OF TIGARD**

**PUBLIC PARTICIPATION PROGRAM  
FOR THE  
DOWNTOWN TIGARD IMPROVEMENT PLAN**

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## I n t r o d u c t i o n

The Downtown Task Force is a citizen group that is embarking upon a Downtown Tigard Improvement Plan. The Downtown Tigard Improvement Plan will provide a practical strategy for a community-supported, financially sound downtown improvement effort stimulated by transportation infrastructure improvements.

The primary objective of this document, the *Public Participation Program for the Downtown Tigard Improvement Plan*, is to incorporate broad public participation early and throughout the planning process in order to build a community-supported improvement plan.

To achieve this objective, the Public Participation Program consists of three components: 1) information, 2) outreach, 3) involvement. It allows citizens to choose the participation option most appropriate for their interest and experiences.

The Task Force chose elements that would reach a broad cross-section of the community. The Task Force will lead the program, with the assistance of the City and the Tigard community at-large.

The Public Participation Program follows Tigard's Comprehensive Plan policies. Goal 2, Citizen Involvement, states that the City shall provide the following: 1) citizen involvement opportunities for all phases of planning processes; 2) opportunities that are appropriate to the project's scale and involve a broad cross-section of the community; and 3) information that is available and understandable for all interested citizens. The following document addresses the Comprehensive Plan requirements and the Downtown Tigard Improvement Plan goals.



## Plan Components

### I. Information

The Information component makes basic facts available to the public: who, where, and what. Citizens will be able to utilize existing communication channels (Tigard Times meeting calendar, City of Tigard website and events calendar) to locate basic information at their leisure. The City will provide facts, contact information, and key points of the project's progress to primary communication channels, such as the Tigard Times calendar and the City of Tigard website and events calendar. Materials will be written clearly and be available prior to meetings, as well as after.

#### Tasks

**1.1 Develop public message (Task Force).** The Task Force will develop a primary message for each project phase and the overall project. This message will clearly communicate the group's progress and will be used by the City in press releases preceding and following meetings.

It consists of a single image/phrase, and supporting objective statements: The Task Force Downtown Tigard Improvement Plan: For the heart of Tigard. *The Downtown Tigard Improvement Plan will provide a practical strategy for a community-supported, financially sound downtown improvement effort stimulated by transportation infrastructure improvements.*

#### Information: Overview

- Participation Level: Basic
- Duration: Throughout process
- Implementor: City with Task Force
- Task Force Role: Determine public message for project and phases. Provide suggestions for additional news outlets. Decide on webpage content.
- Staff resources: Utilizes existing communication channels. Requires city staff time to prepare information materials. Task Force decisions will be part of regular meetings.

**1.2 Set up and maintain News Network (Task Force/City).** The Task Force recommended the following venues for monthly press release distribution and meeting notices: Tigard Times, Oregonian, Regal Courier, website, Community Connectors, Cityscape, the Chamber newsletter, TCDBA newsletter, CPO Newsletters, Washington County *Update* newsletter, TriMet *Ride* newsletter, local organization newsletters (American Legion, etc.), and TVTV Tigard Reader Board. The City will use this distribution list for monthly press release distribution and meeting notices.

**1.3. Create information materials (Task Force/City).** City will develop press releases prior to meetings. It will post meeting agendas online. Task Force and City will determine what additional meeting materials need to be on Downtown webpage at the beginning of the process and at periodic updates.

**1.4. Update and maintain Interested Parties list (City).** The City currently maintains an Interested Parties mailing list. These individuals previously indicated that they wanted to receive Downtown information; the City mails them a meeting notice/agenda and the last meeting's draft minutes. This list will be updated and all individuals asked if they want to remain on the list. New individuals will be added as necessary.

## II. Outreach

Outreach is a concerted effort to bring more detailed information to the public and get citizens excited about the project. Strategies include specifically targeting and delivering information to specialized groups or areas, having small informational meetings with particular groups (such as a speaker's bureau), and conducting a public opinion survey.

Outreach will be conducted at the beginning of the process (introduce concept, distribute survey), and at key decision points (alternatives, etc.) to update the public and explain the preferred concepts.

### Tasks

#### 2.1. Create and Promote Public Opinion Survey.

*(City/Task Force)* Use survey to identify Downtown issues for the community. Nonscientific, but will gather ideas and perceptions about the Downtown.

**2.2. Identify Stakeholders.** *(Task Force)*. Who has an interest in Downtown? What are their interests? Review all materials to be sure that all stakeholders are getting the information. Are they getting the survey? The Task Force identified the following groups: CBD residents, owners/tenants on the other side of Commercial Street, potential customers, people who use the transportation system (TriMet riders), the railroad, other active community groups.

#### Outreach: Overview

- Participation Level: Intermediate
- Duration: At key points
- Implementor: Task Force with City
- Task Force Role: Participate in the speakers' bureau, approve format and venues, verify stakeholder groups.
- Staff resources: Staff time to set up speakers' bureau engagements. Uses organizations' existing facilities/meetings, so facility fees should be minimal. Some cost will be incurred for materials.

**2.3. Compare News Network to Stakeholders.** *(City)* Identify gaps.

**2.4. Choose Venues and Formats to fill gaps.** *(Task Force)* Identify locations and format to fill gaps and reach stakeholders and the community. The Task Force identified the following venues: Homeowners' Associations, CPOs, Community Connectors (individuals who distribute City news by email), school PSO organization newsletters, CPO newsletters, and Homeowners Association newsletters.

Places to meet include the TVF&R, Chamber of Commerce, Main St. Village Apts. community room, nearby schools, Senior Center, churches, the library. The Task Force supports the use of a Speakers' Bureau to reach these groups (see #5).

**2.5. Create Speakers' Bureau** *(Task Force)*. Travel around Tigard sharing information about the Task Force and the Plan. Promote survey. City will coordinate meeting logistics.

## III. Involvement

Involvement is the highest level of participation. Citizens can express their opinions, use their knowledge of the Downtown to evaluate choices and help shape decisions, and share their experiences through the following: 1) Serve on the Task Force. 2) Attend periodic workshops/open houses to supply their observations about Downtown and to evaluate how their personal patterns will be affected by the proposals. 3) Attend the Task Force monthly meetings and offer public comments. The planning process includes 7 Task Force meetings, 3 public workshops/open houses, and 6 Design Dialogues.

### Tasks

**3.1. Expand the Task Force.** *(City)* Retain existing members and open recruitment to all of Tigard and the surrounding communities. Promote openings extensively.

**3.2. Hold public workshops at key decision points in the process.** *(Task Force/City/Citizens)* These workshops will be used to provide feedback on draft proposals and familiarize the public with the project's progress. Three will be held: Phase 2, on opportunities and constraints; Phase 3, on the visual concept; and Phase 5 to finalize the draft Tigard Downtown Improvement Plan.

**3.3. Hold Design Dialogues.** *(Task Force/City/Citizens)* Six meetings will be held in a coffee-talk style format throughout the city. They will be used as focus groups to get feedback on visual elements for Downtown.

**3.4. Include Public Comment period on each meeting agenda.** *(Task Force)*

**3.5. Hold Task Force meetings throughout the Plan Process.** *(Task Force)* Currently, 7 meetings are budgeted for the process. That number does not include workshops or other meetings.

### Involvement: Overview

- Participation Level: High
- Duration: Throughout process
- Implementor: Task Force and City, Citizens
- Task Force Role: Attend regular Task Force meetings and workshops; attend design dialogues as needed.
- Staff Resources: Includes staff time to set up meetings, prepare materials. Costs will be incurred for materials.

## S u m m a r y

These three components are all interrelated. Each plays a key role in building community support for the plan by offering citizens different levels of participation, based upon their interest and their time commitments. By incorporating broad-based public participation early and throughout the planning process, the Public Participation Program creates opportunities for the Task Force to increase the public's knowledge, understanding, and support of the plan.

# ATTACHMENT 1

## Public Participation Program

Public Participation Program				T	G		M	G		R	A	N	T	Adoption				
				Phase 1		Phase 2		Phase 3		Phase 4		Phase 5						
Who?	April	May	June	July	Aug	Sep	Oct.	Nov.	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept.
1.Information																		
1.1 Develop public message.	TF	■				■		■		■			■		■			
1.2. Set up News Network	TF/C	■	■															
Issue Press Releases		■	■	■	■	■	■	■	■	■	■	■	■	■	■			
1.3. Create information materials	TF/C		■	■		■		■		■			■		■	■		
1.4. Update/maintain Int. Parties list.	C		■	■														
2. Outreach																		
2.1. Create/Promote Survey.	TF/C	■	■															
2.2. Identify Stakeholders.	TF	■																
2.3.Compare NewsN to Stakeholders.	C	■	■															
2.4. Choose Venues and Formats	TF	■																
2.5. Create Speakers' Bureau	TF	■																
Attend Speakers' Bureau events		■						■			■			■		■		
3. Involvement																		
3.1. Expand Task Force.	C		■	■														
TF Recruitment																		
TF Appts.			■															
3.2. Hold public workshops	TF/C					■			■					■				
3.3 Hold Design Dialogues.	TF/C										■							
3.4. Public Comment/Agendas	TF				■	■		■	■		■		■	■		■		
3.5. Hold Task Force meetings	TF				■	■		■	■		■		■	■		■		

AGENDA ITEM # 5  
FOR AGENDA OF April 20, 2004

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Regional Economic Development Partners

PREPARED BY: Jim Hendryx DEPT HEAD OK [Signature] CITY MGR OK eam for wam

ISSUE BEFORE THE COUNCIL

Hear a presentation from the Regional Economic Development Partners on their Six Month Work Plan Toward Creating a Vital and Sustainable Regional Economy.

STAFF RECOMMENDATION

Update only – no action is necessary.

INFORMATION SUMMARY

At Council's Strategic Planning retreat on August 5, 2003, economic development arose as an important effort that Council wanted to support. To that end, participation in the Association of Regional Economic Development Partners, Inc., was approved.

The Regional Economic Development Partners (REDP) includes public jurisdictions, as well as private businesses and associations. Jurisdictional involvement includes Metro, Portland Development Commission, Port of Portland, Tualatin, Beaverton, etc. Private businesses and associations include the Westside Economic Alliance, Columbia River Economic Development Corporation, PGE, Work Systems, Inc., among others.

REDP activities are numerous. They are overseeing development of a marketing strategy, including development of a regional fact book and land inventory. It is actively involved with Metro on the Regionally Significant Industrial Lands effort (Title 4).

At the April 20<sup>th</sup> Council meeting, representatives from the Regional Economic Development Partners will give a presentation on their Six Month Work Plan Toward Creating a Vital and Sustainable Regional Economy.

OTHER ALTERNATIVES CONSIDERED

N/A

VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

N/A

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ATTACHMENT LIST

- Attachment 1: Regional Economic Development Partners Six-Month Work Plan Report
- Attachment 2: Executive Summary – Regional Economic Development Partners Six-Month Work Plan
- Attachment 3: Regional Partners Six-Month Work Plan Toward Creating a Vital and Sustainable Regional Economy
- Attachment 4: Attachment A to Regional Partners Six-Month Work Plan Toward Creating a Vital and Sustainable Regional Economy – A Framework for Creating Shared Economic Priorities for the Portland-Vancouver Metropolitan Area

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FISCAL NOTES

N/A

## Regional Economic Development Partners Six-Month Work Plan Report

### Introduction:

The Regional Economic Development Partnership (REDP) is a newly created non-profit organization that formalizes a ten-year working partnership between public and private sector economic development practitioners in the Portland-Vancouver Metropolitan Area. REDP's purpose is to address shared economic priorities and improve the economic climate for the region. Its long-term mission is to create a collaborative environment for business retention, growth and recruitment. The Metropolitan Economic Policy Task Force charged REDP to provide leadership on the region's Economic Development Work Plan and Framework. Efforts over the last six months set the stage for further collaborative work in the region, all designed to strategically help promote the Portland region as a desirable location for business and investment.

Activities in the Six-Month Work Plan are divided into four categories: Commitment to Regionalism, Industry Cluster Development, Industrial Area Development, and Regional Marketing. Highlights of REDP's work in each of these areas include:

### **I. Commitment to Regionalism**

In the Six-Month Work Plan, REDP laid out a number of action items that would help expand commitments from partners and others to act regionally.

#### **Soliciting Champions to Support Elements of the Economic Framework**

Within *A Framework for Creating Shared Economic Priorities for the Portland-Vancouver Metropolitan Area*, REDP proposed that key tactical areas should be "championed" by interested persons and organizations that have the resources and/or authority to shape constructive outcomes. A champion is envisioned to be an individual and/or organization who would own/co-own one of the strategies/actions called for in the Framework; marshal the participation and involvement of other organizations necessary to the achievement of the strategy; serve as the keeper and chief communicator of the achievement of the strategy; and identify and document the value to the region as a result of the efforts to date.

In the Six-Month Work Plan, REDP made commitments to begin the recruitment of Framework leaders by garnering the commitments of individuals and/or organizations to serve as the champion for eight of the strategies/action elements of the Framework.

While the concept of champions remains, it has become clear that individual strategies are very complex topics that often limit the ability of a single organization to "own". Others, such as "preserve, protect and redevelop existing industrial areas within the metropolitan area, while recognizing the changing form, functions, and site needs of industry," are efforts that will be undertaken by essentially all REDP. The integration of champions into the Framework is an effort that will take much more refinement by REDP. At present, the Portland Business Alliance has committed to lead the effort in marketing the region and the Port of Portland is leading the effort to deepen the Columbia Channel with help by REDP.

REDP will take the lead and continue the effort to identify champions, but will also explore other ways of organizing its regional efforts to ensure exemplary coordination between agencies and organizations.

## **EXPAND MEMBERSHIP IN REDP**

Since its creation as a formal organization in June of 2003, REDP has seen growth in both the number of members and the breadth of the type of organizations represented. As of December 2003, there were 27 members in good standing of the Regional Economic Development Partners, compared to the 20-member goal outlined in the Six-Month Work Plan.

Organizational interest and growth is an indication of both the need for regional collaboration on economic development issues and the credibility of REDP as an organization to help foster that environment. All previous members of REDP, except Vancouver, have joined the new organization and a number of other key agencies have joined. For instance, having Worksystems, Inc. as part of the collaboration brings the key workforce component more closely to the table in discussions of business expansion and recruitment. OHSU broadens the scope to technology commercialization and business-research collaborations. New municipal partners include Fairview, Happy Valley, Sherwood, Tigard, and Lake Oswego.

*Member organizations as of December 2003 include:*

Beaverton  
Fairview  
Gresham  
Happy Valley  
Hillsboro  
Lake Oswego  
Milwaukie  
Sherwood  
Tigard  
Tualatin  
Wilsonville  
Clackamas County  
Multnomah County  
Washington County

Clackamas County Business Alliance  
Columbia River Economic Development Council  
Metro  
Oregon Economic and Community Development  
Department  
Oregon Health and Science University  
PacifiCorp  
Port of Portland  
Portland Ambassadors  
Portland Business Alliance  
Portland Development Commission  
Portland General Electric  
Westside Economic Alliance  
Work Systems Inc.

## **Adoption of the REDP Six-Month Work Plan and Framework Report**

One of the deliverables in the Six-Month Work Plan was for the boards, councils, or chief executive officers of each of the members of the Regional Economic Development Partners to pass formal resolutions or draft letters endorsing the REDP Six-Month Work Plan and Economic Framework Report. These resolutions will be used as a mechanism to show formal organizational commitment to these efforts by each member organization. Some other organizations are in the process of such recognition by their boards.

Member organizations that have passed resolutions or forwarded endorsing letters as of December 2003 include: Beaverton, Fairview, Happy Valley, Hillsboro, Sherwood, Tualatin, Clackamas County, PacifiCorp, Portland Business Alliance, Portland Development Commission, Portland General Electric, Westside Economic Alliance, and Work Systems Inc.

## **EDA GRANT APPLICATION**

The application for an EDA grant to support the creation of a Consolidated Economic Development Strategy (CEDS) for the Portland-Vancouver metropolitan area was submitted on August 7, 2003. The grant application was for \$75,000 in funds from EDA, to be matched with \$95,000 in funds from REDP and PDC. Letters of support for the application from members of Oregon's congressional delegation were sent in October 2003. One of the elements of the CEDS work plan is an assessment of the formation of an economic development district that, in concert with an EDA-approved CEDS, would provide this metropolitan area access to federal grant funds that are currently unavailable to the area. In late November, EDA's Seattle regional office forwarded the REDP CEDS application to EDA headquarters in Washington, D.C. with recommendation for approval. It is anticipated that EDA will make a final approval decision in mid-2004.

## **II. Industry Cluster Development**

*Regional Economic Development Partners  
Six-Month Work Plan Report- January 2004  
Presented to Members of the Metropolitan Economic Policy Task Force*



In the Six-Month Work Plan, REDP identified four industry clusters as the initial set upon which it would focus its collaborative efforts: silicon; micro to nanotechnology; cyber-security; and metals and transportation equipment. These are the first of numerous clusters that REDP will collaborate on over time.

Findings and action plans for each of the four clusters are outlined in the following pages.

#### **A. SILICON CLUSTER STRATEGY**

The region's silicon cluster includes firms engaged in the design and manufacturing of semiconductors, including solar cells; firms that produce silicon ingots and wafers; and firms that manufacture the equipment necessary to produce silicon ingots, wafers, and semiconductors.

Due to the immediate-term risks faced by many regional firms, REDP strategies are focused on addressing short-term issues and solutions, as well as researching longer-term efforts.

#### **Top Five Issues**

1. **GLOBAL COMPETITION:** To compete, firms must stay within one generation of the most recently introduced technology. Global leaders and competitors in high tech development include: Taiwan, Texas, New York, and China. To attract and grow these industries, all four leaders are offering incentive packages that range in the multi-millions of dollars.
2. **NEW TECHNOLOGY INVESTMENT:** The effective application of nanotechnology is critical to firms desiring to remain competitive in the 21st century. Therefore, incentives and support for research and development are crucial elements to industry retention and growth. Oregon and Washington need to develop incentives and strategies for encouraging innovations and new product development.
3. **SKILLED WORKFORCE:** Access to a technologically skilled workforce is an ongoing concern. Expanding technology education programs at Oregon and southwest Washington higher education institutions is a continuing industry priority.
4. **CLUSTER DEVELOPMENT:** To retain and expand this cluster, the region must continue to compete effectively with other areas of the world where production quality and technical expertise are increasing and operating costs are lower.
5. **VACANT/UNDERUTILIZED FACILITIES:** Identify the growing number of high-tech facilities empty or underutilized and partner with owners to better market their facilities.

#### **Retention, Expansion, Recruitment Action Plans**

- Target the solar industry, which uses wafer sizes and production equipment that are 2-4 generations behind those currently employed by the semiconductor industry (i.e. 4", 5" and 6" wafers are "current technology" in the solar industry) and leverage off the strengths of the area's semiconductor industry. Identify 2-3 primary firms to proactively target.
- Retain/capture the next generation investment (300 mm) of critical existing semiconductor firms and their suppliers/vendors.
- Assist with the marketing of existing under/unutilized facilities to target firms.
- Work to develop local solar/photovoltaic operations, including support for the conversion of currently under/unutilized facilities from semiconductor to solar industry use.
- Recruit new semiconductor investment to Portland area. Identify 2-3 firms to proactively target.

- Support industry initiatives to encourage increased state investments in new technology research and development.

### **Workforce Development and Support**

- Support the semiconductor workforce consortium as it relates to industry-education-government collaboration around core semiconductor curriculum development and training courses.
- Support the development and growth of PSU's Solar Institute with industry partnerships.
- Collaborate with regional workforce initiatives to meet the training needs of current workers. Designate cluster as a priority for the regional Workforce Response Team(s) and Workforce Systems, Inc. funding.
- Support the efforts of the Oregon Council for Knowledge and Economic Development.

### **Communication of Industry Issues and Needs** (target audience in parentheses)

- Ensure cluster viability – the future of the clusters in this region is shifting but far from over (general audience).
- Ensure critical linkage between the continued competitiveness of the silicon cluster, nanotechnology research and development and local, regional, and state elected officials.
- Support ongoing workforce/technical education development (education institutions, elected officials in Salem and Olympia).
- Site needs:
  - Firms in this cluster need sites sufficient for at least 2-3 phases of expansion, to accommodate at least two technology “generations” of operations/development. Without this, local firms’ operational lifespan will likely be less than ten years.
  - In order to remain competitive and continue to attract investment from expanding as well as new firms in this cluster, the region needs a continuously maintained inventory of readily available sites.
  - As per interviews, national site selectors recommend regions to have twenty sites of 10 to 15 acres; fifteen sites of 20 to 35 acres; and ten sites of 50 to 100+ acres.

## **B. MICRO TO NANOTECHNOLOGY CLUSTER STRATEGY**

Nanotechnology is the science of materials, devices, and processes at the atomic/molecular level – working at geometry of less than 100 nanometers. While not an industry itself, the application of nanotechnology is critical to the competitiveness of a number of industries that are important to the region. Supporting continued research and development to keep the use of nanotechnology at the “cutting edge” is critical to maintaining statewide competitiveness.

### **Top Five Opportunities**

1. **SIGNATURE RESEARCH CENTER:** A consortium of Washington and Oregon institutions: Pacific Northwest National Lab (PNNL), University of Oregon (UO), Oregon State University (OSU), and Portland State University (PSU), have created a signature research center in nanotechnology called the Multi-scale Materials and Devices Center (MMD). The Oregon Legislature approved the seed funding last session and an interim director has been hired. Hewlett Packard Corvallis has donated space for the start-up operations as the facility gets constructed.
2. **LEGISLATION:** The 21<sup>st</sup> Century Nanotechnology Research and Development Federal Act, signed into law in December 2003, was co-written by Oregon’s Senator Wyden. Members of the Pacific Northwest congressional delegation voted for this legislation and helped achieve final

language that recognizes the importance of leveraging microtechnology assets as a base for the pursuit of nanotechnology.

3. **FEDERAL NANOTECHNOLOGY CENTER:** Successfully competing for and attracting one of the federal nanotechnology centers is critical to this region and will give us a competitive advantage in this field. In addition to pure scientific research, the federal funding language also calls for at least one "center" to be working on commercially viable applications. Oregon's university system brings unique strengths to the effort: UO in materials science ("how to do it"), OSU in engineering and process science ("how to build it"), PSU in optics and testing ("how to test it"), and PNNL in basic science and energy/environmental applications.
4. **NANOTECH APPLICATION:** Examples of nanotechnology science already being applied to commercial technologies by Oregon companies include: ink jet printer technology ("micro-fluidics") at HP in Corvallis; integrated circuit design and processing at Intel in Hillsboro (the world's first 90nm/300mm factory) and at other regional chip-makers; and solid ink technology at Xerox in Wilsonville. Applications that are being worked on at UO, OSU, and elsewhere in the region include: fuel cells, including those large and powerful enough to operate vehicles; micro-reactors; water purification technologies; bio-sensors (OSU is very close to some breakthroughs on this); and heating and cooling apparatus (at human level scale [bio warfare suits] and even larger, home units).
5. **INVESTMENTS:** Oregon has already made investments in higher education institutions to support the creation of a regional "center of excellence" for nanotechnology. REDP will support industry initiatives for increased state investments to expand these initial efforts. REDP will advocate for location of a federally funded nanotechnology center in Oregon or southwest Washington.

#### **Retention, Expansion, Recruitment Action Plans**

- Development of commercial products is a longer-term proposition but there are opportunities to position the region as a "center of innovation" in this science while working to create more "indigenous success stories" through the application of nanotechnology by local industry.
- Immediate economic benefits Oregon's nanotechnology work include:
  - secure federal grants for business and academic research;
  - recruit business opportunities created in areas that are attracted to "leading edge" research by local companies such as Intel, HP, FEI, and others;
  - leverage the knowledge-based workforce and encourage entrepreneurs to take root.

#### **Workforce Development and Support**

- Support K-12 and higher educational institutions with workforce preparedness initiatives.
- Support the expansion of program funding in research and development.

#### **Communication of Industry Needs and Issues**

- Success stories in nanotechnology applications by Oregon and southwest Washington institutions and companies play an important role; "perception is reality", especially in this emerging area that has attracted much interest and many competitors worldwide.

### **C. CYBER-SECURITY CLUSTER STRATEGY**

Cyber-security relates to security of information assets. The local cluster includes companies that develop technologies with applications to the protection of physical assets, and that solve computer related crimes.

Computer forensics is defined as the preservation, identification, extraction, and documentation of evidence stored on computer hard drives, floppies, and other computer storage devices.

Computer operating systems were developed for speed and convenience. They were not developed with security in mind, which is why the cyber-security cluster has such great growth potential.

REDP's strategies are primarily focused on increasing the momentum that is already started in this sector. The following is based on that feedback provided to REDP from the cyber-security cluster:

### **Top Five Issues**

1. **RESEARCH INSTITUTION:** Absence of a large nationally recognized research institution focusing on cyber-security in the immediate region is seen as a challenge.
2. **DISTANCE FROM THE BELTWAY:** This region's distance from Washington, DC and the lack of visibility of Oregon and southwest Washington within the Beltway are challenges in competing for federal Homeland Security funds.
3. **WORKFORCE:** The presence of a skilled and technically educated workforce is an advantage to this region. The absence of large headquartered companies in the region limits the number of potential local customers.
4. **VENTURE FUNDING:** Lack of venture funding is a problem for many start-up companies. However, cyber-security was criticized as being an overcrowded marketplace by one local venture capital firm.
5. **BUSINESS CLIMATE:** The local business climate is viewed as challenging with high fees and taxes. Traffic congestion was also cited as an area of concern.

### **Retention, Expansion, Recruitment Action Plans**

- Continue to support networking opportunities for this cluster, notably through growth of industry associations: Regional Alliance for Infrastructure and Network Security (RAINS), Information Systems Security Association (ISSA), and collaborative efforts (CRIME).
- Market the regional quality of life as part of a business attraction plan for this cluster since it was cited many times as a valuable commodity.
- Leverage RAINS activities – Portland State University's recent designation as a National Security Agency (NSA) Center of Excellence and Oregon State University's Global Computer Forensics Professional Certificate program.
- Strengthen retention and expansion strategies with existing security and forensics technology companies, and support industry associations by developing strategic partnerships.
- Collaborate on grant applications, marketing of assets, promoting achievements, and lobbying for federal and state funds.
- Develop specialty services and incubation space for startup companies, and assist with technology commercialization.
- Facilitate customer base expansion for this cluster, including: large government contractors; security companies with existing ties to the Beltway; expanded headquarters/regional divisions of companies with an established regional presence; and new headquarters companies.
- Support and develop partnerships with entrepreneurial programs and associations that could assist this cluster with growth and development.

### **Workforce Development and Support**

Encourage educational institutions to:

- improve/increase their commercialization/tech transfer activities;
- create better access to equipment and learning environment through a Computer Science lab focused on cyber-security;
- foster long-term connections between OSU, PSU, and local cyber-security businesses;
- encourage collaboration among the separate academic institutions focused on security and forensics technology research.

#### **D. METALS CLUSTER STRATEGY**

The Metals and Transportation Equipment cluster includes: primary metals manufacturers; secondary metal companies which shape raw material into equipment or parts of machinery; and the transportation equipment industry which manufactures machinery for transportation largely out of metal machined parts. Metals and transportation equipment industries have issues and needs in a variety of areas, all of which affect their viability as more manufacturing moves to low cost locations, primarily offshore.

#### **Top Five Issues**

1. **WORKFORCE:** Obtaining and maintaining a qualified workforce is imperative, particularly employees who can provide advanced, high value-added improvements to raw materials.
2. **TRANSPORTATION:** A well-developed transportation system is crucial to assure movement of product to market quickly and efficiently.
3. **INDUSTRIAL LAND:** Protecting and redeveloping existing industrial lands and making certain that enough land is available for future growth is vital to the continued health and growth of the cluster.
4. **BUSINESS CLIMATE:** Improve the local business climate on issues such as electrical costs, employee training, and governmental regulations. Reduce or minimize tax burden, which hampers industry competitiveness both nationally and globally.
5. **SUPPLY CHAIN:** Developing synergies within the industry by networking executives and developing partnerships and other beneficial alliances. Ensure that suppliers key to the cluster have continued presence in order to keep transportation costs down.

#### **Retention/Expansion, Recruitment Action Plans**

- Continue efforts underway with the Ports of Portland and Vancouver, Burlington Northern Santa Fe (BNSF), Union Pacific (UP), Oregon Department of Transportation (ODOT), and WashDOT to expand capacity to the infrastructure system.
- Continue ongoing efforts to identify land suitable for industrial development and redevelopment, and work to expand the quantity of industrial land available for manufacturing.
- Business Climate:
  - Identify key issues (particularly policy issues) from visits where REDP can provide assistance. Work with government, academia and industry to find solutions to issues.
  - Work with industry to scope and perform a cost factor analysis to delineate the cost of doing business in the Portland region for metals and transportation companies compared to other U.S. locations.

- Continue producing quarterly meetings that highlight issues of importance to local industries within this target cluster. Work with CEOs to make connections within the metals and transportation community to build capacity for both vendors and suppliers.
- Build capacity at the Northwest Center for Engineering, Science and Technology at Portland State University (NCEST) and create a center of excellence in metal fabrication and material science to assist business in moving into higher end and R&D type development activities.

#### **Workforce Development Support**

- Survey metals industry to determine broader workforce needs and demographics.
- Work with WorkSystems Inc. (WSI), community colleges, and other workforce agencies to develop training and testing programs for employees to become certified in welding and metal working technology (National Institute for Metal Working Skills (NIMS), American Welding Society).
- Develop strong relationship with new regional workforce team to assist in developing projects for workforce training in the region.

#### **Communication of Industry Issues/Needs**

- Work with industry leaders and other groups (NAM) to develop comprehensive public relations and marketing strategies to promote manufacturing as a quality industry with a strong future (public education and elected officials and national markets).
- Improve relations with career counselors and market the new manufacturing environment as a place where creativity and flexibility are the rule instead of the perception of the assembly line that is the dominant perspective (focus on grades K-12).

#### **THEMATIC INDUSTRY CLUSTER DEVELOPMENT ISSUES**

The following is a concise list of issues identified by each industry cluster:

- Business Climate
- Workforce Development
- Research Institutions
- Investment Capital
- Cluster & Supply Chain

#### **GOVERNOR'S WORKFORCE RESPONSE TEAM – *A key component to cluster development***

REDP members are participating in the formation of the Governor's Workforce Response Teams, established by Executive Order, for Regions 2 (Multnomah and Washington County) and 15 (Clackamas County). The formation of these teams, and the inclusion of economic development managers as permanent partners with private sector and workforce participants, will enhance the delivery of workforce funding to key sectors and clusters.

### III. INDUSTRIAL AREA DEVELOPMENT

In the Six-Month Work Plan, REDP committed to become engaged in the region's efforts to identify future industrial land within the Portland-Vancouver Metropolitan Area and recommend policy and investment priorities that meet the needs of both government and industry.

#### **Industrial Land Supply Target**

In order to be competitive in the global marketplace, the Portland-Vancouver Metropolitan Area needs a ready supply of developable industrial land in strategic urban locations. Recognizing this need, REDP committed to supporting the Metro Urban Growth Boundary (UGB) initiative as it relates to industrial land availability. REDP provided Metro leaders with an educational economic development and market impact perspective. REDP has been a strong advocate for additional UGB industrial land that meets the changing needs of business and industry.

*REDP achievements include:*

- Helped encourage Metro to add more acreage to the UGB for industrial uses.
- Metro solicited REDP input in developing criteria and analysis methods to use in considering additional land to be added to the UGB necessary to meet the remaining 2,000 net acre need.
- Economic and market factors are being considered as regional regulations are crafted to protect and preserve industrial land, while still allowing flexibility to use land as industry needs.

REDP will continue to actively participate in Metro leadership discussions.

#### **Title 4 Language**

REDP actively participated in the discussions and refinement of Metro's Title 4 language (protection of industrial lands) and the identification of areas and sites being considered for inclusion as Regionally Significant Industrial Areas (RSIA). REDP has taken no formal position on the inclusion or exclusion of specific sites, focusing instead on the criteria and decision-making process that Metro will use to determine the appropriateness of including both areas and individual sites as regionally significant.

The adoption of Title 4 language and designation of RSIA is expected in December 2003. *Adoption had not yet taken place when this report was finalized in mid-December.*

#### **Port of Vancouver Gateway Development Strategy**

The Port of Vancouver Gateway is the largest contiguous parcel of developable industrial property in the Portland-Vancouver Metropolitan Area. The Port of Vancouver is in the process of preparing a sub-area development plan for the 1,094-acre tract.

#### Status of the Development Process

The Port of Vancouver and Port of Portland recently negotiated the settlement of a longstanding lawsuit with a third party that objected to the development of Gateway and Columbia River Channel deepening. As a result, the Port of Vancouver has agreed to set aside 517 acres of Gateway for habitat mitigation. The Port of Vancouver is undertaking the preparation of a draft Environmental Impact Statement (EIS) in conformance with National Environmental Policy Act (NEPA) and has selected a preferred alternative. The final EIS is expected to be completed in 2004.

#### Role of REDP

REDP will monitor the status of the pre-development process and make timely comments to the Ports and City of Vancouver during the preparation of the draft and final EIS. The Columbia River Economic Development Council will take the lead responsibility for keeping REDP apprised of project status.

### **Greater Metropolitan Employment Lands Study (GMELS)**

The purpose of this effort is to gain a clear understanding of the characteristics and projected demand for land in the Metro UGB portion of the region for all types of employment and to develop recommendations to ensure an adequate land supply appropriate to those employment types. *The study, supported and funded by REDP members, has a broad-based, public/private advisory committee.*

- PHASE ONE: Define the needs of different industries and sectors, thus developing a better definition and gaining a broader consensus on the true meaning of employment land versus industrial land. Eric Hovee & team have been hired as the project consultant. Work to be completed June 2004.
- PHASE TWO: Depending on Phase One results, work on Phase Two may proceed at a substantially higher financial investment. Phase Two is expected to include mapping of existing employment land use and forecasting of demand by industry/sector for twenty years. The fundraising necessary to support Phase Two will begin when Phase One work has been completed and the participants determine if proceeding is warranted.

### **Oregon Certified Sites Inventory**

A "Certified" site is a state certified industrial site that is ready for construction within six months or less after being chosen for development. The goal of REDP in this effort is to help the State of Oregon identify land in the Portland-Vancouver Metropolitan Area that is suitable for industrial development, and recommend policy investment priorities that support land development opportunities to meet business and industry needs.

- REDP helped coordinate the submittal of sites from the jurisdictions within the region. The state, through the Oregon Economic and Community Development Department, is expected to verify which of the submitted sites will be accepted in early 2004.
- It is anticipated that a second tier of submissions (smaller sites) will be made by mid-2004.

### **Oregon Opportunity Sites Inventory**

The Industrial Land Advisory Committee, appointed by the Governor's office, identified and prioritized 25 sites for "statewide significance for job creation." The designation of these 25 sites was a one-time exercise. It represents but one piece of a much larger process to increase Oregon's supply of "certified" industrial sites. Although the Committee selected the following five Portland-Vancouver Metropolitan Area sites, the industrial land supply in the Metro region remains critically low. Identifying five sites is only a first step. More industrial sites, especially those that could accommodate a large employer, are needed.

*The five Metro sites chosen include:*

1. Canby - Pioneer Industrial Park (200+ acres)
2. Fairview - Townsend Industrial Park (111 acres)
3. Hillsboro - Shute Road (201 acres)
4. Hillsboro - Nike/Shute Road (72+ acres)
5. Portland - North Lombard/Rivergate (113 acres)

### **Develop mechanisms to support ongoing 5-year industrial land supply**

Work with Metro, the State of Oregon, the State of Washington, Port authorities, local jurisdictions, and private development community in the region to identify and create the necessary financial tools, technical assistance, and policy mechanisms to ensure a rolling five-year supply of project-ready industrial sites. There are already many mechanisms in place, both private and public, to ensure we have an adequate amount of five-year industrial land.



#### **IV. Regional Marketing**

In the Six-Month Work Plan, REDP committed to secure funding to implement a collaborative, private sector-led marketing campaign to promote the Portland-Vancouver Metropolitan Area as a desirable location for business and investment.

##### **The Regional Campaign**

The campaign is a collaborative five-year economic development marketing initiative to be led by private and public sector leaders. The campaign's mission is to market the business benefits of locating in the Portland-Vancouver Metropolitan Area. Core marketing goals include:

- Promote the region through a five-year, \$5 million marketing program, to targeted business decision makers throughout the nation and world.
- Increase growth in both living wage jobs and capital investment throughout the region.
- Establish relationships with key decision makers of core target clusters.
- Coordinate with and leverage the parallel statewide marketing efforts being led through the Brand Oregon messaging and the Oregon Economic Development Association.
- Create 35,000 new jobs over the next five years.
- Develop a positive community identity and economic development message that will help differentiate this region from other metropolitan regions.

##### **Campaign Commitments**

- The Portland Business Alliance, as the champion of this effort, has sought corporate support to develop and implement the campaign, as well as secured volunteer time from senior decision makers to participate in targeted recruitment efforts. This is a five-year commitment.
- The largest private employers and property owners in the region have been targeted and are being approached to fund and participate in the campaign.
- The dollar amounts requested range from ten thousand to twenty-five thousand dollars per year for five years, and in a few cases, in excess of twenty-five thousand dollars.

##### **Campaign Timeline**

- EARLY 2004: Finalize corporate support and CEO time commitments necessary.
- SECOND QUARTER 2004: Joint announcement with Governor Kulongoski.
- MID-YEAR 2004: Marketing plan complete.
- MID-YEAR 2004: Campaign launch.
- ON-GOING 2004-2009: Monitor, report, and measure campaign results.

##### **Campaign Proposed Initial Industry Sectors**

The initial industry sectors that may be targeted through the campaign include:

- High Tech
- Bioscience
- Metals/Transportation Equipment
- Distribution and Logistics
- Sports Apparel
- Nursery Products and Food Processing

### **Campaign Objectives**

The objectives and desired outcomes of the campaign include:

- Advance and support the regional economic development strategies and efforts.
- Attract family-wage jobs and increase the region's rate of growth in living wage jobs.
- Increase the region's growth rate for new capital investments.
- Expand the regional tax base.
- Enhance the region's identity as a great place to conduct business.

### **Six-Month Report Summary:**

Collaboration in this region to improve the local economy has been cemented over this last six months with the formal creation of the Regional Economic Development Partners. The organization is poised to continue work on the important efforts described above, in addition to other aspects described in the Framework. The specific elements of future work plans will evolve as the global economy changes, as opportunities arise, and as the region accomplishes certain objectives. To be successful, REDP must strive to keep the needs of the entire region uppermost in the minds of all decision makers in the area. We are competing against the world, not against each other. This is not an easy task, but one that can be instrumental in this region developing a strong, sustainable local economy.

## EXECUTIVE SUMMARY

### Regional Economic Development Partners Six-Month Work Plan

**BACKGROUND:** A thriving regional economy doesn't just happen. It takes the right mix of developable land, infrastructure and public services, supportive government, and an educated and available workforce. It also takes proactive collaboration among the region's public and private entities to promote the Portland Metropolitan Area as a vital economic center. Finally, it requires thinking beyond traditional city or county boundaries.

The Portland Regional Economic Development Partners (REDP) is that collaboration: a public-private partnership that focuses on shared economic priorities, and works to implement business retention, expansion and recruitment plans for the region, as well as recommending marketing strategies and policy development. One of REDP's first assignments was to help develop and implement the Regional Economic Development Work Plan/Framework.

Activities in the Six-Month Work Plan are divided into four categories: Commitment to Regionalism, Industry Cluster Development, Industrial Area Development and Regional Marketing. Highlights of REDP work over the last six months in each of these areas include:

#### **I. Commitment to Regionalism**

To date, 27 organizations have signed on as members of REDP, more than the 20 targeted for the six-month period, and a number of other organizations have expressed interest in joining. There are many efforts underway in the region by multiple organizations and jurisdictions that relate to economic development. In working through the goal to identify champions for different aspects of the Framework, it became clear that there might be more than one approach. In essence, champions already exist for many items in the Framework; the goal of REDP is to ensure that an economic perspective is employed in decisions that are occurring by numerous organizations.

The REDP also applied for a federal EDA Comprehensive Economic Development Strategy grant. Although the outcome is not yet official, it appears that the grant will be awarded to the region in early 2004.

#### **II. Industry Cluster Development**

The Framework document lists existing, emerging and aspiring clusters of industries in the region. As a starting point, the Six-Month Work Plan focused on just four of the clusters. For each cluster, the report lists areas of concern and opportunities, as well as initial areas of focus for an Action Plan to assist each industry. Highlights include:

- A. **Silicon:** These firms include semiconductors, solar cells, silicon ingots and wafers, and the firms that produce equipment needed for each. This region has significant strengths in semiconductor manufacturing and equipment. It is critical to stay competitive. The region's skills in semiconductors may also be transferable to the solar cell industry.
- B. **Micro to Nano:** Nanotechnology is a science, not an industry. Nevertheless, the application of nanotechnology is critical to the competitiveness of a number of other industries in the region. Approval of the Signature Research Center in Multi-Scale Materials and Devices by the Oregon Legislature and Governor will build on these strengths.

- C. **Cyber-security:** This field relates to security of information assets, but is defined to include companies whose primary function may not be security, but whose products and services have security applications. Since most funding in this field currently comes from the federal government, the region's distance from Washington DC is a disadvantage. Industry associations and collaborative efforts help overcome this barrier.
- D. **Metals:** This industry includes primary manufacturers of metals, as well as secondary manufacturers that shape metals into equipment and machinery. It also includes the transportation equipment industry. A new bi-monthly industry forum has been implemented in this cluster, providing a setting for industry networking, issues identification and education.

#### **Governor's Workforce Response Team – *A key component to cluster development***

REDP members are participating in the formation of the Governor's Workforce Response Teams, established by Executive Order, for Regions 2 (Multnomah and Washington County) and 15 (Clackamas County). The formation of these teams, and the inclusion of economic development managers as permanent partners with private sector and workforce participants, will enhance the delivery of workforce funding to key sectors and clusters.

#### **III. Industrial Area Development**

The REDP participation at Metro has led to a much more focused emphasis on the economic and market impact of Metro decisions. Metro added more industrial acreage to the Urban Growth Boundary with testimony and participation of the REDP. Currently, decisions on Title 4 restrictions on industrial land are being informed by REDP participation. Having Metro as a member of REDP is strong testimony to their commitment to be a collaborative partner in regional land use issues.

The regional effort to evaluate employment lands, called the Greater Metropolitan Employment Land Study (GMELS) is underway. REDP members are participating with time and money to fund the study. Several sites from the region were submitted to Oregon's effort to identify "Opportunity" and "Certified" industrial sites.

Within Clark County, sub-area planning is beginning on the large Port of Vancouver industrial area, with an EIS to be complete in 2004. REDP will continue to monitor this process and provide input and participation at the points in the process where it can be valuable.

#### **IV. Regional Marketing**

The Portland Business Alliance, a Regional Partner, has stepped forward as the champion to create a five-year, five million dollar marketing campaign to promote the region to targeted business decision makers throughout the nation and world. The goal of this marketing initiative is to increase growth in both living wage jobs and capital investment throughout the region.

The campaign will coordinate with the current Brand Oregon messaging and other statewide marketing efforts. The campaign five-year objective is to create 35,000 new regional jobs.

**SUMMARY:** The working collaboration in this region to improve the local economy has been cemented over this last six months with the formal creation of Regional Economic Development Partners. The organization is poised to continue work on the important efforts described above, in addition to other aspects described in the Regional Framework. To be successful, the REDP must strive to keep the needs of the entire region uppermost in the minds of all decision makers in the area.

**REGIONAL PARTNERS  
SIX-MONTH WORK PLAN  
TOWARD CREATING A  
VITAL AND SUSTAINABLE REGIONAL ECONOMY**

**Presented to:**

**The Metropolitan Economic Policy Task Force**

**Presented by:**

**The Regional Economic Development Partners**

**June 10, 2003**

# REGIONAL PARTNERS SIX-MONTH WORK PLAN TOWARD CREATING A VITAL AND SUSTAINABLE REGIONAL ECONOMY

## THE REGION

A first step in achieving shared priorities for the region's economic future is to define the region.

Economically, this region is a six-county area including Clackamas, Columbia, Multnomah, Washington and Yamhill counties within the state of Oregon, and Clark County within the state of Washington — the Portland–Vancouver PMSA (Primary Metropolitan Statistical Area). This geographic area functions as one economy, at least in terms of jobs – 97% of those who work in this region live here and 98% of those who live in this region work here.

## THE REGION'S ECONOMIC GOAL – DESIRED OUTCOME

To create and maintain a diverse, stable and resilient economy that:

- is knowledge-based
- is business supportive
- has strong international ties
- creates and retains jobs
- maximizes existing resources
- balances growth and livability
- is built through regional collaboration
- provides a continuum of opportunities for business and people
- funds infrastructure necessary to support business growth
- capitalizes on existing and emerging industry strengths

## REGIONAL ECONOMIC DEVELOPMENT PARTNERS SIX-MONTH WORK PLAN

This six-month work plan addresses the initial actions that will be undertaken in order to begin addressing the six focus areas outlined in this framework: Innovation and Industry Clusters; Physical Infrastructure; Talent; Livability; Marketing; and Regional Collaboration. The following initiatives address those actions where the Regional Partners are primarily responsible for implementation:

- INDUSTRY CLUSTER DEVELOPMENT – growing key industries
- REGIONAL MARKETING – driving job creation and investment
- INDUSTRIAL AREAS DEVELOPMENT – insuring an adequate supply of industrial & employment land
- COMMITMENT TO REGIONALISM – achieving shared priorities

In January 2004, the Regional Partners will report back to the Metropolitan Economic Policy Task Force. In addition to providing an update on progress, the January 2004 report will outline the success in enlisting organizations and individuals to champion the implementation of the remaining regional priorities.

### I. INDUSTRY CLUSTER DEVELOPMENT

The Regional Partners will outline and initiate actions to grow key industry clusters. Within the next six months, four clusters will be the primary focus: silicon (semiconductors & photovoltaic); micro to nano technologies; cyber-security; and metals & transportation equipment. Specific work plans will be completed with the active engagement of industry. Work plans will address:

- a. The steps necessary to develop a good understanding of how the cluster functions, including the identification of existing strengths, addressing gaps or weaknesses and developing a longer term strategy for continued growth of the cluster.

- b. Cluster specific business retention, expansion and recruitment actions.
- c. Identification and communication of forecasted land and infrastructure needs for industry within the region for two and five year time horizons.
- d. Identification and communication of forecasted workforce needs.

**Outcomes/Deliverables/Products:**

- Produce industry data outlining needs and opportunities for each of the four clusters.
- Deliver findings and issues for each cluster to education, workforce, and land use and transportation planning organizations.
- Present four industry cluster strategies detailing the roles and responsibilities of involved organizations, including specific actions, steps, timelines and initial lists of targeted firms.
- Make 2 to 3 private-sector led recruitment calls on targeted firms or site selectors within each of the four clusters.

## **II. REGIONAL MARKETING**

Create, fund and implement a collaborative and focused private sector-led marketing campaign to strategically promote the Portland region as a desirable location for business and investment. In coordination with efforts outlined in *I. INDUSTRY CLUSTER INITIATIVE*, above, the promotional and marketing efforts will assist in gaining visibility and differentiation from other competing regions. The approach utilized will be to focus on identified industry clusters as well as overall regional competitive strengths. The region's marketing efforts will coordinate with and leverage the parallel statewide marketing efforts being lead through the Oregon Economic Development Association as well as the developing *Brand Oregon* messaging.

**Outcomes/Deliverables/Products:**

- Commitments in place to develop and implement a five-year regional marketing campaign.
- Regional marketing campaign under contract with timeline for campaign implementation in place.

## **III. INDUSTRIAL AREAS DEVELOPMENT**

The goal is to identify land in the Portland–Vancouver region that is suitable for future industrial development, and recommend policy and investment priorities that support and enhance land development opportunities to meet business and industry needs.

a. Task 3 Completion:

- Work with Metro to complete Task 3, which requires addition of 2000 acres of industrial land to the Portland Area Urban Growth Boundary (UGB) by June 2004.
- Specifically develop siting criteria for identified industries in order to ensure an appropriate supply of land.
- Focus on including land identified by Regional Partners as part of 2002 Periodic Review process.

b. Regionally Significant Industrial Areas:

- Work with Metro to finalize language in Title 4 related to Regionally Significant Industrial Areas. (Title 4 includes limitations or restrictions on commercial and institutional uses within industrial areas)
- Work with individual jurisdictions to identify appropriate areas within the current UGB that should be subject to this designation.

c. Clark County/Vancouver:

- Work with Clark County and the Port of Vancouver to advance planning and development of the Columbia Gateway properties.

d. Regional Employment Lands Study:

- Participate in planning for this private sector led effort that will analyze land needs for businesses that do not meet the traditional definition of "industrial".

- e. Oregon Industrial Land Initiative:
  - Work with state agencies and the Oregon Governor's office to inventory 25+ acre industrial sites.
  - Identify those sites that are "shovel ready", as well as analyzing those with development constraints, identifying those development constraints, and quantifying the costs or other actions necessary to remove those constraints.
- f. Industrial Land Supply Assessment:
  - Work with Metro, the public jurisdictions and the private development community in the region to develop and agree upon definitions and protocols for updating and maintaining a parcel-specific industrial land supply database. Agreed upon definitions and protocols will include how to determine/define sites as "shovel ready", the types of development constraints that will be inventoried and categorized, as well as protocols and common formats for data collection.
- g. Industrial Land Supply Target:
  - Work with Metro, the public jurisdictions and the private development community in the region to identify or create the necessary financial tools, technical assistance and policy mechanisms to insure a rolling 5-year supply of shovel ready industrial sites with characteristics appropriate to the industry needs identified in *I. INDUSTRY CLUSTER INITIATIVE, Item c.*, above.

**Outcomes/Deliverables/Products:**

- 2,000 acres of industrial land, which meets forecasted industry needs, added to the UGB.
- Title 4 language amended and specific industrial sites/areas included as Regionally Significant Industrial Areas.
- Adoption of specific development strategies for the Vancouver Gateway area.
- Regional Employment Lands Study underway and initial data.
- Complete regional contribution to the State inventory of "shovel ready" industrial sites (and assessment of development constraints and costs necessary to make the remaining industrial sites in the region "shovel ready").
- Identification/creation of 2-3 new financial, technical assistance and/or policy mechanisms to support the maintenance of an ongoing 5-year industrial land supply.

#### **IV. COMMITMENT TO REGIONALISM**

The goal is to allow the Regional Partners to remain light, fast, agile and responsive to the market while building a sustained level of cooperation to achieving shared priorities for the region's economic future.

The Regional Partners will:

- a. Advocate and promote the economic priorities, included in *Attachment A, A Framework for Creating Shared Economic Priorities for the Portland—Vancouver Metropolitan Area*, by involving key public and private sector organizations to agree to implement specific strategies. In particular, clearly address ways in which this region will distinguish itself from its competitors, the metrics that the Regional Partners will need over time to understand regional economic performance, and sources to fund and expedite the vision.
- b. As a part of promoting the economic framework and getting other organizations to ratify it, identify and solicit organizations to act as "champions", that will commit to leading the implementation of strategies and actions where the Regional Partners are not the lead organization (i.e. ODOT and/or local transportation agencies responsible for leading the implementation of the transportation infrastructure priorities). Wherever possible, both private and public organizations/individuals will be solicited as "co-leads" for each strategy or action.
- c. In the areas where they are not the lead organization, the Regional Partners' role is to keep the other lead organizations informed about general business and individual industry cluster needs and advocate for specific actions to meet these needs.
- d. Reach out to other organizations within the metropolitan area and solicit their involvement in the Regional Partners.
- e. Apply to the U.S. Economic Development Administration (EDA) for funding to develop a regional Overall Economic Development Plan. As part of this effort, consider the formation of a regional



- economic development district. Forward the completed plan to EDA for their approval – which would allow the region access to federal funding for projects delineated in the plan.
- f. Create and adhere to a schedule and forum for monitoring and reporting on progress in implementing the strategies recommended in this report.

**Outcomes/Deliverables/Products:**

- Commitments by organizations to serve as the “Champion” for 8 of the specific strategies/actions contained in the Framework report.
- Twenty members in good standing of the Regional Partners organization.
- Adoption of the Regional Partners Six-Month Work Plan and the Framework report by the councils, commissions or boards of each of the Regional Partners organizations.
- Completion of and acceptance by EDA of Comprehensive Economic Development Strategy grant for the Region.
- Status report provided to the MEPTF in January 2004 on implementation of the elements of this work plan and strategies and actions recommended in the economic framework report.

## Members of the Metropolitan Economic Policy Task Force

- Rob Drake (Chair), Mayor, City of Beaverton
- David Bragdon, President, Metro
- Jess Carreon, President, Portland Community College
- John Castles, Trustee, Murdock Charitable Trust
- Steve Clark, Publisher, Beaverton Valley Times
- Eric Hovee, Principle, ED Hovee Company
- Ron Johnson, VP Resource Development, Portland General Electric
- Michael Jordan, Commissioner, Clackamas County
- Vera Katz, Mayor, City of Portland
- Kim Kimbrough, President/CEO, Portland Business Alliance
- Kathy Long Holland, Long/Sherpa Eco-D
- Donald Mazziotti, Executive Director, Portland Development Commission
- Craig Pridemore, Commissioner, Clark County
- Carl Talton, VP Community and Business Development, Portland General Electric
- Bob Terry, Owner, Fisher Farms
- Jose Ternero, Oregon Assoc. of Minority Entrepreneurs
- Diane Vines, Vice Chancellor, Oregon University System
- Rick Williams, Project Consultant, Melvin Mark Dev. Co.
- William Wyatt, Executive Director, Port of Portland

Staff: Ethan Seltzer, Director, Institute of Portland Metropolitan Studies, Portland State University  
Heike Mayer, Research Assistant  
John Provo, Graduate Research Assistant  
Joe Cortright, Impresa Inc.

## Regional Economic Development Partners

The Regional Partners are a private non-profit organization. An association of public and private sector economic development professionals, representing agencies and organizations throughout the Portland–Vancouver region. The member organizations are listed below, including, the Regional Partners contact person(s):

- The City of Beaverton (*Janet Young*)
- The City of Gresham (*Max Talbot, Shelly Parini*)
- The City of Hillsboro (*David Lawrence, Larry Pederson*)
- The City of Tualatin (*Doug Rux*)
- The City of Vancouver (*Gerald Baugh*)
- Clackamas County (*Greg Jenks, Renate Mengelberg*)
- Multnomah County (*Duke Shepard*)
- Washington County (*Dennis Mulvihill*)
- Metro (*Andy Cotugno, Lydia Neill*)
- Port of Portland (*Bill Wyatt, Lise Glancy*)
- Portland Development Commission (*Don Mazziotti, Marty Harris, Michael Ogan*)
- Columbia River Economic Development Council (*Bart Phillips, Pam Neal*)
- Oregon Economic and Community Development Department (*Ron Fox, Joan Rutledge, Marcy Jacobs, Carolyn Sanco*)
- Portland Ambassadors (*Randy Miller*)
- Portland Business Alliance (*Kim Kimbrough, Scenna Shipley, John Rakowitz*)
- Westside Economic Alliance (*Betty Atteberry*)
- Pacific Power & Light (*Tim McCabe*)
- Portland General Electric (*Charlie Allcock*)

Attachment A

to:

Regional Partners Six-Month Work Plan Toward Creating a Vital and  
Sustainable Regional Economy

**A Framework  
for  
Creating Shared Economic Priorities  
for the  
Portland –Vancouver Metropolitan Area**

**Presented to:**

**The Metropolitan Economic Policy Task Force**

**Presented by:**

**The Regional Economic Development Partners**

**June 10, 2003**

## Attachment A

### **A Framework for Creating Shared Economic Priorities for the Portland –Vancouver Metropolitan Area**

This report identifies six areas of focus for a long term economic strategy. These focus areas represent the findings and conclusions of the Metropolitan Economic Policy Task Force and Regional Economic Development Partners on common themes (those areas where the jurisdictions throughout the region, through prior public processes and formal adoption, have identified and committed to economic strategies that are consistent, similar or supportive of one another); as well as conflicts or gaps (where there is a lack of agreement on solutions, or lack of existing collaborative effort). This framework provides a mechanism to better coordinate the region's economic development objectives with its land use and transportation planning and implementing actions and investments.

This framework identifies and recommends six areas of economic focus:

- |                                     |               |                           |
|-------------------------------------|---------------|---------------------------|
| 1) Innovation and Industry Clusters | 3) Talent     | 5) Marketing              |
| 2) Physical Infrastructure          | 4) Livability | 6) Regional Collaboration |

The first four of these are foundation issues of importance to the effective functioning of the region's economy. The importance of these four issues is interrelated and interdependent. Their ordering in this report is not meant to imply any priorities among or between them. The fifth is important in order to position this region within a competitive global environment, and the sixth is important as a mechanism for those of us in this region to more efficiently address the first five issues – and thereby more effectively compete nationally and internationally as an economic region.

The discussion below identifies policies, strategies or actions within each of these six areas and discusses why and how each is important to the area's economy. Economic strategy is about 1) making sure that we provide essential resources and services that enable businesses to succeed, and 2) focusing on those things that differentiate this region from other, competing regions – where we have strengths or relationships that provide economic advantages. The first four areas of focus discussed below are important elements in differentiating the Portland–Vancouver region's economic advantages from those of other regions – how this region decides to address each of these elements, where priorities are placed, and what implementation decisions are made is critical to this differentiation.

The six focus areas provide the framework for **WHAT** should be addressed within a regional economic strategy for this metropolitan area – most of which are presented in broad terms. Some areas include a specific approach, or suggested actions, on **HOW** these strategies should be implemented or carried out. The intent of this document is to provide a foundation for ongoing collaboration among the institutions and organizations throughout the metropolitan area to support the continual refinement of both **WHAT** this region's economic strategies should be and **HOW** to approach their implementation.

## Background

The Portland–Vancouver region faces a number of economic forces that will shape its future.

- The evolution of a knowledge-based economy in which intellectual assets, rather than physical ones, are key to long term economic success.
- An increasing use of technology throughout both traditional and new economy industries.
- A shift overseas of many traditional as well as new economy jobs, facilitated by improved global transportation and communications and by lower wages overseas.
- A shift from a local economic base, measured by political boundaries, to a highly integrated regional economy.
- The development and emergence of industry clusters – concentrations of interrelated, globally competitive firms within related industries—unique to specific metropolitan areas.
- Increasing competition from other regions within the United States, because of reduced transportation and communication costs, and economic inducements provided by local, regional and state governments.
- Shorter product and service life cycles, requiring much greater agility and speed by businesses in retooling to stay competitive.
- The evolution of transportation and distribution systems to more efficiently move products and information.
- Across the world, business and governments are mobilizing to reduce the effects of the recession and position themselves to take advantage of the economic restructuring that is underway.

Due to an unprecedented period of economic growth in the 1990s, some people assumed that this region's positive economic future was a given. We know that this is not true—we must be proactive to be competitive.

The challenge before us is how does this region position itself to effectively compete for the economic opportunities that will be presented in the global marketplace during the coming decade—by taking into account and balancing both what we desire as a community and what employers desire as a business location.

## Framework Elements – Lead/Involved Organizations

The recommendations outlined below are presented as the starting point for a regional action plan that will require focused, intense, commitment from both the business community and local/regional governments to be successfully completed and implemented. A critical element of that commitment includes organizations taking responsibility for leading the implementation of each of these recommended actions – a “champion” for that item.

For each strategy or action item below, the set of organizations that should be involved in further discussion and/or implementation are shown. As with the recommended actions themselves, this list of involved organizations is presented as a starting point for discussion and further refinement.

For those items where the Regional Partners are committed to be the organization responsible for implementation they are shown as the Lead. For those items where the Regional Partners are NOT the organization responsible to lead implementation they are shown as the Advocate for this item – unless an appropriate organization has already committed to serve as the Lead organization for implementation. The Regional Partners role as advocate is to recruit a champion to lead.

## I. Innovation and industry Clusters

### A. Build on the region's existing and emerging industry sector strengths through cluster-focused public policy and program support and through resource allocation.

All types of business activity and industries contribute to the region's economy. However, in the world's more successful metropolitan areas, a small number of industry clusters serve as the primary drivers of the regional economy.

A cluster is a group of firms that, through their interactions with each other and with their customers and suppliers, develop innovative, cutting-edge products and processes that distinguish them in the market place from firms in the same industry found elsewhere. The competitiveness of an industry cluster is determined by the presence of highly specialized pools of skills, technology and infrastructure tailored to the needs of the cluster firms. The presence of sophisticated and demanding customers in a cluster pressures firms to innovate on a continuous basis.

A cluster is not simply the result of the presence of a large firm, or of a concentration of firms in the same industry. Identifying the presence of a cluster in a community refers specifically to the ability of the firms in an industry to interact in ways that create competitive advantages through the creation and incorporation of new knowledge into products and the processes that produce them.

Therefore, cluster strategies focus on the relationships between firms, not on individual firms. A cluster strategy is based on the assumption that creating new knowledge in a place confers advantages on all firms in that industry in that place, even if those firms are, in fact, competitors within their industries.

Those industry clusters that compete nationally and internationally are the core of this region's economy and what distinguishes it from other regions. The industry clusters that exist and that are emerging in the metropolitan area are built on the distinctive knowledge competencies of the region, and the strengths that currently enable the region to compete globally for economic activity and investment. Additionally, industries that sell their products and services nationally and internationally have greater long-term growth potential since their opportunities for growth are not constrained by the size of this region's market. For these reasons, focusing on industry clusters is both a more efficient and effective use of this region's efforts and resources.

Established regional industry clusters include:

- High Tech (*Semiconductors/Silicon, Imaging & Display Technology*)
- Metals, Machinery, Transportation Equipment
- Nursery Products
- Specialty Foods and Food Processing
- Lumber and Wood Products

Emerging regional Industry clusters include:

- High Tech (*Nano & Micro Technology, Cyber-Security, Health/Medical Information Technology*)
- Creative Services (*Advertising, Public Relations, Film & Video, Web/Internet Content & Design*)
- Sports Apparel/Recreation-Related Products

There are also industry clusters that this region aspires to create and establish. Given the definition and discussion of industry clusters, above, these would more appropriately be called targeted industries. In addition, there are industries that, while neither industry clusters nor targeted industries, are essential support industries within the region. Targeted and Support industries include:

- Biotech/Bioscience  
(*Medical Devices, Bioinformatics, Pharmaceuticals, Genomics, Anti-Virals*)
- Sustainable Industries  
(*Renewable Energy, Resource Efficiency Technologies, Sustainable Building Materials, Green Chemistry*)
- Professional Services  
(*Architecture, Engineering, Legal and Financial Services, etc.*)
- Distribution & Logistics

The components of a cluster-based strategy should include:

A1. Increase support and commitment to the retention and expansion of existing business and attraction of new businesses.

Lead/Involved Organizations:      Regional Partners: Portland State University, Oregon University System, Oregon Health and Science University, area Community Colleges, Industry Associations.

Economic development needs to be an ongoing priority of the region, not a goal that applies only during economic downturns. Through the Regional Partners, the region will expand the community's awareness of and support for business retention, expansion and recruitment efforts as ongoing elements of the region's economic development efforts. The strategies and programs established to execute expanded business retention, expansion and recruitment efforts will be developed through the involvement of industry associations and firms in the cluster, education institutions and workforce training organizations, and other the organizations in the region that are responsible for the delivery of infrastructure and services necessary to support the continuing growth and development of the cluster.

While supporting and growing industry clusters will be the focus of the region's strategic economic development efforts, these strategies should remain flexible and adaptable to changing conditions and opportunities. Companies and industries are continually adjusting to shifts in market forces and circumstances. The region will approach its economic development focus and plans with the same agility.

A2. Proactively and cooperatively market and promote the metropolitan area as a positive business location for specific industry clusters.

Advocate /Involved Organizations:      Regional Partners: Portland Business Alliance, Portland Oregon Visitors Association, Oregon Economic Development Association, Port of Portland, Port of Vancouver, Industry Associations.

In addition to "branding" and marketing the region broadly as a business location, the region will also develop marketing messages and methods targeted at the specific industry clusters it is pursuing.

A3. Track, monitor and communicate information on cluster trends and needs with organizations that play a role in providing necessary business "infrastructure" and services.

Lead/Involved Organizations:      Regional Partners: Industry Associations.

The Regional Partners, through ongoing research as well as their direct interactions with industry groups and individual firms, develop information and insight on the needs of industry clusters. This knowledge will be communicated and shared with the organizations in the region that are responsible for the delivery of physical infrastructure, workforce training, capital and a variety of services necessary to support the continuing growth and development of the cluster.

B. The region needs to identify and create additional capital resource tools to support business creation and expansion.

Advocate /Involved Organizations:      Regional Partners: Commercial Banking Community.

The Portland–Vancouver region must enhance its support for a highly entrepreneurial environment, so a larger number of locally grown ideas grow and prosper here:

- The growth of the regional venture capital community needs be better supported, as it is small relative to other metropolitan areas.
- There are limited resources for non-standard debt financing; area financial institutions will be encouraged to examine and develop new and alternative mechanisms.
- The region needs to provide additional, more coordinated organizational and information support for entrepreneurs.

C. The region must invest in area educational institutions with a focus on commercialization.

Advocate /Involved Organizations: Regional Partners: Portland State University, Oregon Health and Science University, Industry Associations

The region must assist in the development and financing of incubator, accelerator, laboratory or other space needs to support commercialization of technology and the growth of emerging industries.

## II. Physical Infrastructure

Businesses require a number of services and resources in order to successfully operate and compete in both today's and tomorrow's economy. Those services and resources comprise the region's physical infrastructure. The infrastructure elements that this region can proactively provide are identified and discussed below. How this region chooses to provide this infrastructure will determine how successfully it will compete as a location for new and expanding business. In all areas discussed below, additional financial resources need to be found or created in order to fund the infrastructure improvements essential to a strong regional economy.

A. Insure an Adequate and Available Supply of Land and Buildings that Meet Industry Needs.

To be economically competitive, communities must have an available supply of development-ready land and existing buildings to accommodate the needs of business and industry. Available land must be appropriately zoned, have adequate utilities and services and meet the location, size and other characteristics required by industry. The land resources in the region need to be competitive with other western US metropolitan areas.

In addition to available land, the regulatory climate needs to be timely and provide certainty of development.

Land requirements depend on industry and firm type. Research and development firms often want suburban campus locations where their development and production functions can take place interactively. Manufacturing and distribution firms need to be close to major interstate highways. High-tech manufacturing firms are more likely to be found in suburban industrial parks than in the central city. Firms involved in heavier manufacturing industries tend to be located in the older, established industrial areas of the central portions of the region rather than in the suburban industrial parks developed over the last three decades.

The elements of insuring an adequate and appropriate supply of land and buildings should include:

A1. Preserve, protect and redevelop existing industrial areas within the metropolitan area, while recognizing the changing form, functions and site needs of "industry".

Advocate /Involved Organizations: Regional Partners: Local Jurisdictions, Metro, Industry Associations, Commercial Development Community.

With changes in how businesses are organizing their operations and functions to effectively compete in a dynamic global economy, the region must re-examine, update and redefine the concept of "industrial" to recognize and include "industrial office" – non-manufacturing uses that are integral parts of industrial sectors (such as software development, R&D and fab-less semiconductor operations within the high tech sector) – but which would limit "commercial office" uses (such as professional services firms, call centers, insurance, medical or other personal services uses).

As part of the identification and regulation of regionally significantly industrial land, the region needs take into account and address the changing form, functions and site needs of industry and particular industry clusters. Definitions and regulations should be adjusted to respond to these new realities.



A2. The region needs to develop tools, processes and public incentives to encourage the redevelopment of industrial sites and buildings in established industrial areas to maximize past public investment in infrastructure and to create and maintain jobs in established communities.

Advocate/Involved Organizations: Regional Partners: Local Jurisdictions, Metro, OECD, Commercial Development Community, State Senators and Representatives from the Metro area.

Throughout the region there are significant numbers of previously developed industrial sites that have antiquated facilities or contamination problems. The cost of redevelopment can be high: brownfield sites may require environmental remediation; historic buildings require seismic upgrades. In order to preserve and maintain the land resources in existing industrial areas, the region needs to create and employ public financial incentives and other mechanisms necessary to encourage and make financially feasible the redevelopment of existing industrial sites and buildings. Without the commitment and investment necessary to redevelop and reutilize older industrial sites for new industrial uses, the need to expand the urban growth boundary and urban development into greenfields will be even greater.

A3. Through periodic additions to Urban Growth Boundaries, maintain an adequate supply of developable vacant industrial land, appropriately sized and located throughout the region, to meet the needs of industry growth forecasted by Metro, other jurisdictions and clusters identified in this report.

Advocate /Involved Organizations: Regional Partners: Metro, Local Jurisdictions, Commercial Development Community.

The Metro Council, in collaboration with the cities and counties throughout the region – including those located outside of Metro’s regulatory authority – must take a strong leadership role in actively supporting the periodic expansion of their urban growth boundaries (UGB) to address the current industrial land shortage and future industrial land needs. Land must be added in appropriate parcel sizes and locations that are responsive to the needs of industry clusters throughout the Region. Industrial land added to UGBs needs to be protected through appropriate mechanisms to ensure its use for industrial purposes, taking into account the changing form, functions and site needs of industry.

A4. Create and maintain a business-supportive regulatory and development permit climate.

Advocate/Involved Organizations: Regional Partners: Local Jurisdictions; Regulatory Streamlining Manager, Oregon Department of Consumer and Business Services; Commercial Development Community.

Regulations exist to maintain the health, welfare, and safety of a community. They are designed to make buildings safer, the air cleaner, and provide a variety of other protections. However, firms must work with local bureaucracies to meet regulatory requirements, and some regulations and processes can be quite onerous.

Shorter product life cycles have put pressure on companies to bring new products to market quickly. Simplified bureaucracies and a short and predictable permitting process can help firms react quickly in a competitive marketplace—a factor of particular significance between municipalities within a metropolitan area.

The attitude behind the implementation of the local regulatory and permit system is equally important. Locations that work to assist development within the context of meeting the community’s regulatory mandates fare better than locations that use their regulatory and permit system to “keep undesired things from happening” – the difference between viewing businesses as part of the community or an adversary to protect the community from.

Regulatory and permit systems have traditionally been wholly local in nature and scope – leading to significant differences among and across the jurisdictions in the region. While acknowledging the need to preserve local preferences and control, it is recommended that the jurisdictions in the metropolitan area move towards the development and implementation of a “smart permit system” – see recommendation “B”, under section VI. Regional Collaboration, below.

**B. Maintain and strengthen the transportation and other infrastructure systems serving the Metropolitan area.**

To stay competitive, cities must have modern and efficient physical infrastructure, including roads, bridges, water and sewer systems, airport and cargo facilities, energy systems, and telecommunications. The availability of fiber optic and other high capacity telecommunications systems are growing in importance.

An important role of government is to increase economic capacity by improving quality and efficiency of public infrastructure and utilities necessary to business operation. While businesses prefer localities that offer low tax rates, they will be less likely to choose an area if low taxes are reflected in poorly-maintained infrastructure, low-quality schools, and a substandard communications network. Locations with relatively higher taxes but with infrastructure and public services levels comparable to low tax locations are even less attractive to businesses.

In order to remain competitive, the Portland–Vancouver region should maintain and strengthen the following transportation systems:

**B1. Air Service: Strengthen Portland International Airport's national and international role.**

Lead/Involved Organizations:      Port of Portland: Regional Partners, Local Jurisdictions.

The region must actively support the Port of Portland's efforts to expand the airport and develop increased domestic and international passenger and cargo service, including connections to Asia, Europe and Mexico.

**B2. Roads & Highways: Maintain and strengthen connections from key commercial and industrial areas to necessary transportation systems (highway, train, airport, marine terminals).**

Advocate/Involved Organizations:      Regional Partners: Oregon Department of Transportation, Washington Department of Transportation, Port of Portland, Port of Vancouver, Metro, Local Transportation Offices and Departments.

The region needs to address the relationship, conflicts, and needs for freight movement in and between industrial areas, inter-modal and terminal facilities, and for local delivery of goods to 2040 regional centers, main streets, and at the interface of residential neighborhoods and freight districts and corridors.

**B3. Transit: Maintain and expand the region's transit system in order to provide transportation choices and increased mobility and access.**

Advocate /Involved Organizations:      Regional Partners: TriMet, Ctrans, Metro, Local Transportation Offices and Departments.

This region's system of light rail, bus and streetcar provide transportation mode and cost choices necessary to meet the needs of residents and employees. In addition to helping the community to meet its energy and environmental objectives, the transit system also increases the region's overall transportation capacity, providing increased mobility and access important to residents and businesses. The region must support expansions of the system to Milwaukie and along I-205 to the Clackamas Town Center area in the short term and to Wilsonville and Vancouver in the longer term.

**B4. Rail: Promote the upgrade and maintenance of rail infrastructure.**

Advocate /Involved Organizations: Regional Partners: Oregon Department of Transportation, Washington Department of Transportation, Port of Portland, Port of Vancouver, Union Pacific Rail Road, Burlington Northern Santa Fe Rail Road, Metro, Local Transportation Offices and Departments.

Many important rail lines are in need of upgrade, repair and possible reconfiguration or re-alignment. Current facilities will not be adequate to meet the needs of the future. To reduce congestion and expedite access, the region should support additional rail access points to the system such as the new Amtrak station being developed in Oregon City and improved facilities such as a new rail bridge across the Columbia River.

**B5. Marine: Support deepening of the Columbia River Navigation Channel (subject to environmental approvals).**

Advocate /Involved Organizations: Regional Partners: Port of Portland, Port of Vancouver, Army Corp of Engineers: US Department of Fish and Wildlife, Oregon Department of Transportation, Washington Department of Transportation.

The region must strongly support deepening and maintaining the Columbia River navigation channel to 43 feet – necessary to maintain the region's role in meeting the marine freight needs of Oregon and portions of the Mid and Western US.

**B6. Telecommunications: Support and promote the continued expansion of state-of-the-art communications technology necessary for area businesses to effectively compete.**

Advocate /Involved Organizations: Regional Partners: Portland Office of Cable Communications and Franchise Management: area Cable and Communications Commissions, area Telecommunications Utilities and Companies.

The region needs to work with companies providing communications services to enhance the connectivity and bandwidth for businesses and residents within the metropolitan area.

### **III. Talent**

**A. Build stronger education and training programs and their linkage to workforce requirements.**

Advocate /Involved Organizations: Regional Partners: Portland State University, Oregon Health and Science University, area Community Colleges, local School Districts, Private Foundations, Oregon and Washington Employment Departments, Oregon and Washington Governor's Education Offices, Worksystems, Inc., area One Stops, Industry Associations.

The single most important factor for most companies is labor—its cost and its quality. For most firms, labor is the largest operating cost, and access to a talented, well-trained work force will be a deciding factor in the company's competitiveness. Computers and other high-tech equipment have brought about a shift in occupations across the country and a change in the workforce skill requirements of all industries, including heavy manufacturing.

As the U.S. evolves into a more knowledge-based economy, virtually every company requires technical literacy at all skill levels. An educated workforce has become the primary factor for growing companies. New plants are more likely to select from sites where a skilled workforce exists, and then compare wage rates among those locations. As more routine production functions are shifted to lower cost locations (increasingly offshore), continual increases in the skill and education levels of their labor force will allow regions to remain a competitive location for growing firms.

A1. Ensure coordination between the region's workforce delivery system (Oregon Employment Department; Worksystems, Inc.; and area "One Stops") and the region's economic development efforts.

Advocate/Involved Organizations: Regional Partners: Oregon and Washington Employment Departments, Oregon and Washington Governor's Education Offices, Worksystems, Inc., area One Stops, Industry Associations.

Businesses that are locating or expanding in the region need a coordinated workforce delivery system to recruit, screen and hire local workers. The region must support expanded funding for the workforce delivery system and insure that its focus and services are coordinated with the region's business retention, expansion and recruitment efforts.

A2. Make a strong commitment to the workforce training and development system.

Advocate /Involved Organizations: Regional Partners: Worksystems, Inc., Oregon and Washington Employment Departments: Portland State University, Oregon Health and Science University, area Community Colleges, local School Districts, Private Foundations, Oregon and Washington Governor's Education Offices, area One Stops, Industry Associations.

In order to insure the long-term competitiveness of the workforce, the region must actively support efforts to establish a statewide Workforce Training Fund, as most states do, using a portion of Unemployment Insurance or other resources and expand trades training and vocational education for high-demand occupations.

A3. Support the development of a stable funding source for Oregon's K-12 education system.

Advocate /Involved Organizations: Regional Partners: Oregon Governor's Education Office, local School Districts, Local Jurisdictions.

The region needs to take a leadership role in supporting the creation of a stable funding basis for Oregon's education system. If the education system on the Oregon side of the metropolitan area erodes, it will place the entire region at a significant disadvantage as a business location. Governments and businesses throughout the region, those in Washington as well as Oregon, have a vested interest in insuring the long-term stability and competitiveness of the education system.

B. Investigate and identify the region's strengths in attracting high-skilled or "knowledge" workers as well as strategies and systems to augment their skills on an ongoing basis.

Advocate /Involved Organizations: Regional Partners: Portland State University, Worksystems, Inc., area Community Colleges, Oregon Health and Science University, local School Districts, Oregon and Washington Governor's Education Offices, Industry Associations.

In addition to maintaining its ability to attract new, high-skilled or "knowledge" workers, the region needs to develop and support educational and workforce training strategies and systems to enhance and augment people's skills on an ongoing, continuous basis. If we do not provide mechanisms to allow people, once they join our community, to maintain their skills at a competitive level, we will not be able to retain them.

## IV. Livability

- A. The region's livability is one of its strategic economic advantages. The region should maintain a strong commitment to the elements of the region's livability that are essential to its economic competitiveness.

Advocate /Involved Organizations: Regional Partners: Local Jurisdictions, Metro: 1000 Friends of Oregon, Regional Arts and Culture Commission, Industry Associations.

The Portland–Vancouver region's livability provides it a competitive economic advantage, particularly for high-skilled or "knowledge" workers. Households are attracted to regions by amenities that wages alone cannot provide. Many high-skilled or knowledge workers can choose where they want to live and they can apply their skills to a variety of industries. Because they can pick and choose their locations, they choose locations with the combination of amenities they value.

Unfortunately, in many public discussions there is the implication that the region must make choices between a positive business climate and healthy economy on one hand, and quality of life and livability issues on the other – an all or nothing choice. The region's economy and livability are not independent, but are interdependent. While not involving all or nothing choices, interdependent relationships still involve interactions among and between the interdependent elements – both positive and negative tradeoffs.

The region's livability is made up of a variety of separate elements – some of which many people cannot articulate or describe. The importance of those separate elements varies from person to person, based on the person's beliefs, values and current economic situation. Without a clearer articulation of which livability issues provide strategic economic advantages, everything is equally important – and we are back to all or nothing choices. Therefore, a critical first step in retaining and promoting the region's quality of life while spurring economic success is to define the elements of livability that strategically support its economic health and competitiveness.

## V. Marketing

- A. Proactively and cooperatively market and promote the metropolitan area as a positive business location.

Advocate /Involved Organizations: Regional Partners: Portland Business Alliance, Portland Oregon Visitors Association, Oregon Economic Development Association, Port of Portland, Port of Vancouver, Industry Associations.

The Portland Region lacks an identifiable, dynamic and consistent marketing message for national and international business attraction. To effectively market the region a clear articulation of its "brand" and a "brand manager" are necessary – an entity that consistently shapes, refines and stewards the brand for this region. The focus of the brand manager and the marketing efforts should be on developing consistency in the message, as well as marketing sites, industrial sector strengths, quality of workforce, and exceptional livability factors. The region's marketing efforts and messages must be coordinated with and leverage the parallel statewide marketing efforts.

## VI. Regional Collaboration

### A. Encourage collaborative problem-solving and implementation of economic policy and strategy.

Lead/Involved Organizations: Regional Partners: Governor's Community Solutions Team, Local Jurisdictions, Metro.

The Portland–Vancouver region has a long and established reputation for regional collaboration. The region is frequently held up as a model of regionalism – particularly for land use and transportation planning. The region's collaboration on economic development issues and efforts is less well known. The general awareness of the existing level of economic development coordination throughout the region needs to be raised, along with ongoing increases in that level of coordination and collaboration.

As noted earlier, metropolitan regions are the building blocks of economic activities and functions. In order for this region to be economically competitive, a more collaborative culture as well as the systems and mechanisms to support it need to be expanded and developed.

### B. The jurisdictions in the metropolitan area needs to move towards the development and implementation of a "smart permit and fee system" throughout the region.

Advocate/Involved Organizations: Regional Partners: Local Jurisdictions, Commercial Development Community, Metro.

A "smart permit and fee system" is one that would utilize similar application forms and user interface across all of the jurisdictions in the region. It would also insure consistent (e.g. 90 day) timeframe for permit review and approval. Building a single, regional permit system is a long-term goal, one with both technical and political difficulties. However, as an initiative to build this region's economic competitiveness, this region needs to find ways to make the regulatory, permit and fee system across jurisdictions more consistent to the "customer". This would also be a powerful, positive way of distinguishing the region.

### C. The jurisdictions across the metropolitan area should investigate the development and implementation of a tax system that is supportive of regional cooperation.

Advocate /Involved Organizations: Regional Partners: Local Jurisdictions, Commercial Development Community, Metro.

Oregon's land use planning system is based on the presumption that each city and county must plan for the complete spectrum of commercial, industrial and residential development opportunities and provide the public facilities and services necessary to support them – as if each jurisdiction existed independently, both geographically and economically. However, not every jurisdiction has the physical size, breadth of existing development or development opportunities necessary to create the tax base sufficient to support the necessary public services. Oregon's tax structure serves as a disincentive to regional economic cooperation and coordination. The jurisdictions across the region should explore the issue of how to effectively address the long-term resource needs and capacity of this metropolitan area, as well as the individual jurisdictions that are part of it.

### D. The metropolitan area needs to investigate the development and implementation of a regional economic database and forecasting system that allows it to benchmark and track its progress on economic strategies and initiatives, as well as identifying economic and business trends.

Advocate /Involved Organizations: Regional Partners: Portland State University, Metro, Local Jurisdictions, Commercial Development Community, Industry Associations.

The metropolitan area needs to identify indicators of successful regional economic development, tracking mechanisms to inform us if we are successful in implementing agreed upon strategies and initiatives, and information on changes in the make-up of our regional economic drivers.

## Members of the Metropolitan Economic Policy Task Force

- Rob Drake (Chair), Mayor, City of Beaverton
- David Bragdon, President, Metro
- Jess Carreon, President, Portland Community College
- John Castles, Trustee, Murdock Charitable Trust
- Steve Clark, Publisher, Beaverton Valley Times
- Eric Hovee, Principle, ED Hovee Company
- Ron Johnson, VP Resource Development, Portland General Electric
- Michael Jordan, Commissioner, Clackamas County
- Vera Katz, Mayor, City of Portland
- Kim Kimbrough, President/CEO, Portland Business Alliance
- Kathy Long Holland, Long/Sherpa Eco-D
- Donald Mazziotti, Executive Director, Portland Development Commission
- Craig Pridemore, Commissioner, Clark County
- Carl Talton, VP Community and Business Development, Portland General Electric
- Bob Terry, Owner, Fisher Farms
- Jose Ternero, Oregon Assoc. of Minority Entrepreneurs
- Diane Vines, Vice Chancellor, Oregon University System
- Rick Williams, Project Consultant, Melvin Mark Dev. Co.
- William Wyatt, Executive Director, Port of Portland

Staff: Ethan Seltzer, Director, Institute of Portland Metropolitan Studies, Portland State University  
Heike Mayer, Research Assistant  
John Provo, Graduate Research Assistant  
Joe Cortright, Impresa Inc.

## Regional Economic Development Partners

The Regional Partners are a private non-profit organization. An association of public and private sector economic development professionals, representing agencies and organizations throughout the Portland–Vancouver region. The member organizations are listed below, including, the Regional Partners contact person(s):

- The City of Beaverton (*Janet Young*)
- The City of Gresham (*Max Talbot, Shelly Parini*)
- The City of Hillsboro (*David Lawrence, Larry Pederson*)
- The City of Tualatin (*Doug Rux*)
- The City of Vancouver (*Gerald Baugh*)
- Clackamas County (*Greg Jenks, Renate Mengelberg*)
- Multnomah County (*Duke Shepard*)
- Washington County (*Dennis Mulvihill*)
- Metro (*Andy Cotugno, Lydia Neill*)
- Port of Portland (*Bill Wyatt, Lise Glancy*)
- Portland Development Commission (*Don Mazziotti, Marty Harris, Michael Ogan*)
- Columbia River Economic Development Council (*Bart Phillips, Pam Neal*)
- Oregon Economic and Community Development Department (*Ron Fox, Joan Rutledge, Marcy Jacobs, Carolyn Sanco*)
- Portland Ambassadors (*Randy Miller*)
- Portland Business Alliance (*Kim Kimbrough, Scenna Shipley, John Rakowitz*)
- Westside Economic Alliance (*Betty Atteberry*)
- Pacific Power & Light (*Tim McCabe*)
- Portland General Electric (*Charlie Allcock*)

AGENDA ITEM # 6  
FOR AGENDA OF April 20, 2004

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Police Communication and Technology Update

PREPARED BY: Brenda Abbott/Alan Orr DEPT HEAD OK lmo CITY MGR OK [Signature]

ISSUE BEFORE THE COUNCIL

Information update for Council with regard to replacement of the Mobile Data Computers

STAFF RECOMMENDATION

Information Only

INFORMATION SUMMARY

The Federal government has issued new security requirements regarding the transmission of law enforcement data. The security requirements can only be met by running new security software on the Patrol car computers. It is the responsibility of each law enforcement agency to ensure their patrol car computers are compliant by September 2005. The computers in the Patrol cars currently have outdated hardware which cannot run the new software necessary to accommodate the new security requirements. The PD is in the process of evaluating replacement patrol car computers. Factors involved in the decision are: funding, compatibility with other agencies, support, maintenance, upgrades, enhancements available, patrol car cockpit ergonomics, long term data plans for the PD.

OTHER ALTERNATIVES CONSIDERED

There are no alternatives other than replacing the existing equipment. The current systems are 9 years old and are running the Windows 3.11 operating system. They cannot be upgraded because the hardware cannot support any version of Windows beyond Windows 3.11 (not Windows 95, Windows 98, Windows 2000, or Windows XP).

VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

We are making the decision in the context of the Police Department's Long Term Data Systems Plan and in the context of regional crime systems activity.

ATTACHMENT LIST

We will have a video presentation.

FISCAL NOTES

Approximately \$225,000 has already been budgeted and we have applied for supplemental grant funds.



AGENDA ITEM # 7  
FOR AGENDA OF April 20, 2004

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Public Art for the new Tigard Library

PREPARED BY: Cheryl Silverblatt DEPT HEAD OK [Signature] CITY MGR OK [Signature]

ISSUE BEFORE THE COUNCIL

Review of Recommendation from Tigard Library Public Art Committee for public art in the new library.

STAFF RECOMMENDATION

Discuss recommendation and provide further direction to the Public Art Committee with regards to the selection and commission process.

INFORMATION SUMMARY

As Council may recall, the Tigard Library Public Art Committee was organized in the Fall of 2003 with the charge of developing guidelines and a Request for Proposal for art for the new Library. The RFP was ready for dissemination on January 22, 2004 and proposals were due on March 16, 2004 at 5:00 pm. 28 proposals were received and these were screened by a Task Force of the Public Art Committee on March 31, 2004. There will be a review by the entire Committee on April 12, 2004, after which the Committee will be prepared to bring forward a recommendation to Council.

OTHER ALTERNATIVES CONSIDERED

None

VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

"Community Character & Quality of Life – Community Aesthetics Goal #1 Identify projects and activities designed to promote and enhance defined aesthetic qualities valued by those who live and work in Tigard."

ATTACHMENT LIST

Attachment A: Request for Proposal – Call for Artists

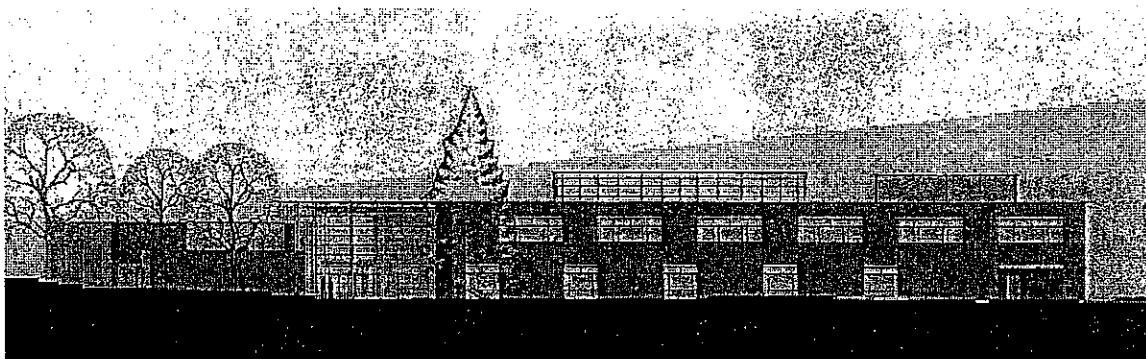
FISCAL NOTES

The Tigard Library public art will be funded by \$50,000 in donations and bequests.

*City of Tigard, Oregon*

# **Request for Proposal:**

**Call for Artists –  
Tigard Public Library**



City of Tigard, Oregon

## Request for Proposal Call for Artists - Tigard Public Library



The City of Tigard, Oregon invites artists and artist teams from Oregon and Washington to submit proposals for work to be acquired or commissioned for the Children's Room and the Entryway of the new Tigard Library facility. The total budget for both pieces is \$50,000.

Sealed proposals will be received until 5:00 PM, Tuesday, March 16, 2004, to the attention of:

**Call for Artists**  
Tigard Public Library  
Attn: Cheryl Silverblatt  
13125 SW Hall Blvd.  
Tigard, Oregon 97223

There will be no formal proposal opening. Facsimile and electronic proposals will not be accepted. Proposals will not be accepted after the stated opening date and time and late proposals will be returned to the artist unopened.

### **A. BACKGROUND**

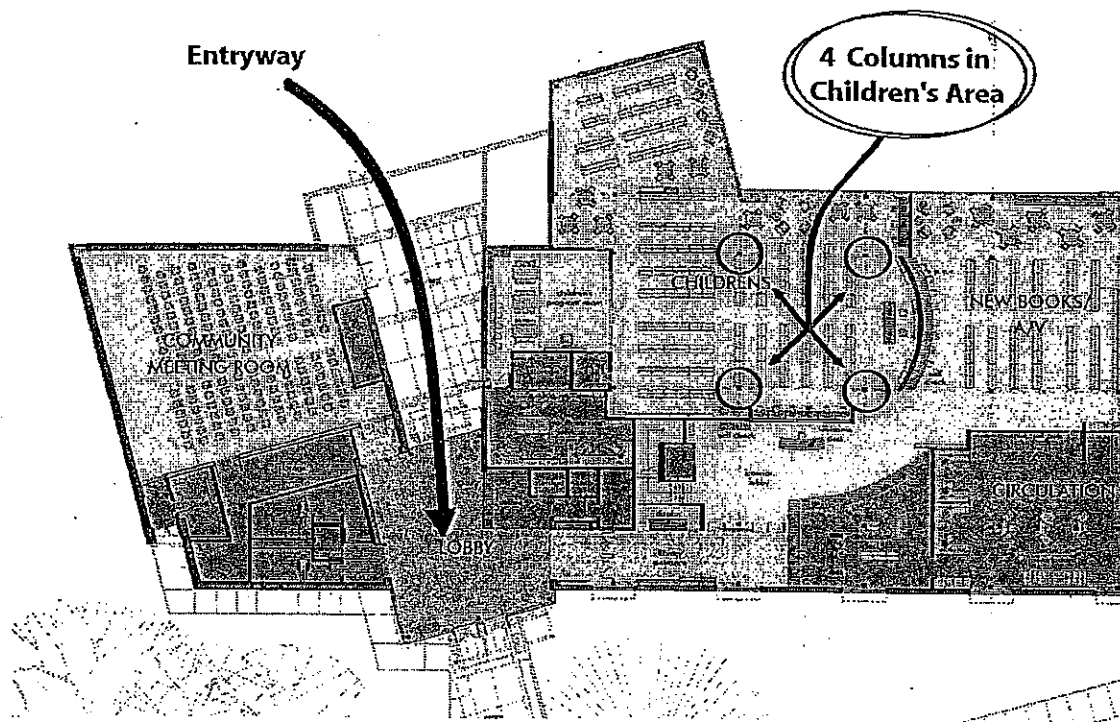
The Tigard Public Library has out-grown its current location at 13125 S.W. Hall Blvd. and a bond measure, passed in 2002, authorized the construction of a new library down the road on Hall Blvd. The architectural firm SRG was chosen and construction began in 2003. The architectural firm, responding to direction from the City Council, put special emphasis on the natural setting, retaining the native plantings and trees and paying special attention to the Fanno Creek wetlands.

## B. **FACILITY AND BUILDING DESIGN**

The site identified for art work for the Children's Room are four 10" x 10" exposed columns that anchor the 40' x 60' area. While there is some wall space for flat pieces, the Selection Committee (Committee) feels the best opportunity for commissioned work is the quartet of columns.

The Entryway is a three story glass and brick atrium approximately 40' x 40', which will house a coffee bar along with the entrance to the Community Meeting Room. The Committee is particularly interested in commissioning a suspended piece for this space. The ceiling height ranges from 25' (wood ceiling) to 28' at its highest.

The Committee invites you to go to [www.ci.tigard.or.us/library/new\\_library](http://www.ci.tigard.or.us/library/new_library) for more visuals.



# **Tigard Public Library**

**C. GOALS**

The Art Selection Committee of the Tigard Public Library is looking for artist(s) who will propose projects for the Children's Room and Entryway which reflect the natural setting highlighted by the architectural design as well as the literary and educational mission of the public library.

**D. DESIGN SPECIFICATIONS**

The work must also be:

- welcoming to library users and passersby;
- harmonious with the library's diverse uses;
- impervious to heavy traffic; and
- in need of very little maintenance.

**E. SUBMISSION REQUIREMENTS**

Artist(s) shall provide the following material in order for their proposal to be reviewed:

1. A letter of interest to be read by the Committee in advance of reviewing slides.  
This letter should include the artist's conception and project proposal for a specific site.
2. The letter must be accompanied by a current resume (2-page limit).
3. Detailed Slides.  
Please submit no more than 10 slides of recent work. All slides must be labeled with an arrow indicating top of slide, artist's name, date completed and number corresponding to the number on the application slide list. If applying as a team, submit up to 10 slides for each member including any collaborative work previously completed by the team. Slides will be projected two at a time and should be arranged accordingly. Snapshots of completed work will NOT be accepted.
4. A self-addressed stamped envelope for slide return.
5. Hard copies only, please. Email submissions will not be accepted.

**F. CALENDAR**

The City reserves the right to modify the schedule listed below. Proper notification of changes in it will be made to all known interested parties.

- |                                |                                 |
|--------------------------------|---------------------------------|
| ▪ RFP Responses Due:           | March 16, 2004, 5:00 PM         |
| ▪ Proposal Review:             | March 17, 2004 – March 31, 2004 |
| ▪ Finalist Selection:          | April 1, 2004                   |
| ▪ Award Notification:          | April 12, 2004                  |
| ▪ Installation and Completion: | Mid-July, 2004                  |

## **G. SELECTION PROCESS**

The Tigard Public Library Public Art Committee will review all responses and make recommendations to the Tigard City Council who will have the final approval authority. A short list of finalists will be invited to present a more detailed proposal for which they will be paid a design fee.

Members of the City's Selection Committee are:

Margaret Barnes, Library Director  
Janet Bruno, Member, Library Board  
Yvonne Burgess, Member, Friends of Tigard Public Library  
Barbara Butler, Member, Library Board, Chair, Public Art Committee  
Sue Carver, Member, New Library Resource Team  
Chris Dirksen, Artist  
Carol Ferris, Artist  
Susan McKinnon, Artist  
Ken Patecky, Artist  
Cheryl Silverblatt, Library Staff  
Jane Smith, Member, Member, Library Board

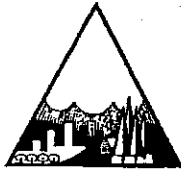
## **H. SELECTION CRITERIA**

The Committee is interested in reviewing proposals for artwork that reference the spirit of the City of Tigard and the Tigard Public Library. Criteria that will be used in selection process include the following:

1. Quality  
The inherent quality of the work itself will be the highest priority for selection.
2. Style and Nature  
Works of any aesthetic persuasion which are appropriate as art in the public places detailed above and are compatible in scale, materials, form, and content with the designed location will be considered.
3. Form of Media  
All visual art forms may be considered. Works may be either portable or permanently affixed or integral to the building or structure.
4. Performance  
Due consideration will be given to structural and surface soundness and to permanence in terms of relative excessive maintenance or repair costs.
5. Additional Criteria  
In addition to the criteria listed above the City may consider any and all of the following:
  - a) Appropriateness to the project site, i.e. content, scale, etc.;
  - b) Durability of design and materials;

- c) Accessibility, both physical and intellectual;
- d) Timelessness, i.e. work that is not a fad or of transitory taste; and
- e) Public safety issues and any ADA regulation requirements.

The City shall reserve the right to purchase a piece of existing art from a gallery, dealer, or an individual artists or commission artwork for the specific site. In the event the City chooses to commission artwork for the specific site, the City and selected artist(s) shall enter into an Artist Agreement (Agreement) for the work. A copy of the Artist Agreement is included. Any artist(s) taking exception to any of the contract terms shall detail their exceptions in writing in their proposals or their exceptions will be deemed waived.



**CITY OF TIGARD, OREGON**  
**ARTIST AGREEMENT**

THIS AGREEMENT made and entered into this (day) of (month), (year), by and between the CITY OF TIGARD, a municipal corporation of the State of Oregon, hereinafter called City, and (NAME OF ARTIST), hereinafter called Artist.

**RECITALS**

City has need for the services of an individual or firm with a particular training, ability, knowledge, and experience possessed by Artist, and

City has determined that Artist is qualified and capable of performing the professional services as City does hereinafter require, under those terms and conditions set forth:

Therefore, the parties agree as follows:

**SCOPE OF WORK**

Artist shall initiate services on (day) of (month), (year) upon receipt of City's notice to proceed, together with an executed copy of this Agreement. Artist agrees to complete work that is detailed in Exhibit A – Scope of Work and by this reference made a part hereof.

**EFFECTIVE DATE AND DURATION**

This Agreement shall become effective upon (day) of (month), (year) and shall expire, unless otherwise terminated or extended, on (day) of (month), (year). All work under this Agreement shall be completed prior to the expiration of this Agreement.

**COMPENSATION**

City agrees to pay Artist an amount not to exceed (amount of dollars in words) dollars (\$amount of dollars in numbers) annually for performance of those services described in this Agreement. Payment will be made based on Artist's invoice, subject to the approval of (name & title of person letting contract), and not more frequently than monthly. Payment shall be payable within thirty (30) days from the date of receipt by the City.

**CONTACT INFORMATION**

All notices, bills, and payments shall be made in writing and may be given by personal delivery, mail, or fax. Payments may be delivered by personal delivery, mail, or electronic transfer. The following addresses and contacts shall be used to transmit notices, bills, payments, and other information:

<b>Contact Manager for City:</b>	<b>Contact Manager for Artist:</b>
City of Tigard	Company: (insert name of firm)
Attn: (name & title of person letting contract)	Attn: (insert contract manager's name)
13125 SW Hall Blvd., Tigard, Oregon 97223	Address: (insert contract manager's address)
Phone: 503-639-4171 ext. (insert #)	Phone: (insert #)
Fax: (insert #)	Fax: (insert #)
Email Address: (insert address)	Email Address: (insert address)

**ARTIST AS INDEPENDENT CONTRACTOR**

Artist acknowledges that for all purposes related to this Agreement, Artist is and shall be deemed to be an independent contractor as defined by ORS 670.600 and not an employee of City, shall not be entitled to benefits of any kind to which an employee of City is entitled and shall be solely responsible for all payments and taxes required by law. Furthermore, in the event that Artist is found by a court of law or any administrative agency to be an employee of City for any purpose, City shall be entitled to offset compensation due, or to demand repayment of any amounts paid to Artist under the terms of this Agreement, to the full extent of any benefits or other remuneration Artist receives (from City or third party) as a result of said



finding and to the full extent of any payments that City is required to make (to Artist or to a third party) as a result of said finding.

Artist acknowledges that for all purposes related to this Agreement, Artist is not an officer, employee, or agent of the City as those terms are used in ORS 30.265.

#### INDEMNIFICATION

City has relied upon the professional ability and training of Artist as a material inducement to enter into this Agreement. Artist warrants that all its work will be performed in accordance with generally accepted professional practices and standards as well as the requirements of applicable federal, state and local laws, it being understood that acceptance of a Artist's work by City shall not operate as a waiver or release.

Artist and City agree to indemnify and defend the other, and the other's officers, agents and employees and hold them harmless from any and all liability, causes of action, claims, losses, damages, judgments or other costs or expenses including attorney's fees and witness costs and (at both trial and appeal level, whether or not a trial or appeal ever takes place) incurred by the party being indemnified resulting from the indemnifying party's acts (or failure to act when action is appropriate) that may be asserted by any person or entity which in any way arise from or relate to this Agreement or the performance of obligations under this agreement, except liability arising out of the sole negligence of the party being indemnified. The indemnification by Artist of the City shall also cover claims brought against the City under state or federal worker's compensation laws. If any aspect of this indemnity shall be found to be illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of this indemnification.

#### INSURANCE

Artist shall maintain insurance acceptable to City in full force and effect throughout the term of this contract. Such insurance shall cover all risks arising directly or indirectly out of Artist's activities or work hereunder.

The policy or policies of insurance maintained by the Artist shall provide at least the following limits and coverages:

a. Commercial General Liability Insurance

Artist shall obtain, at Artist's expense, and keep in effect during the term of this contract, Comprehensive General Liability Insurance covering Bodily Injury and Property Damage on an "occurrence" form (1996 ISO or equivalent). This coverage shall include Contractual Liability insurance for the indemnity provided under this contract. The following insurance will be carried:

<u>Coverage</u>	<u>Limit</u>
General Aggregate	500,000
Products-Completed Operations Aggregate	500,000
Each Occurrence	500,000
Fire Damage (any one fire)	50,000
Medical Expense (any one person)	5,000

b. Insurance Carrier Rating

Coverages provided by the Artist must be underwritten by an insurance company deemed acceptable by the City. The City reserves the right to reject all or any insurance carrier(s) with an unacceptable financial rating.

c. Certificates of Insurance

As evidence of the insurance coverage required by the contract, the Artist shall furnish a Certificate of Insurance to the City. No contract shall be effected until the required certificates have been received and approved by the City.

The procuring of such required insurance shall not be construed to limit Artist's liability hereunder. Notwithstanding said insurance, Artist shall be obligated for the total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

#### TERMINATION

The parties agree that any decision by either party to terminate this Agreement before (day) of (month), (year) shall be accompanied by sixty (60) days written notice to the other party prior to the date termination would take effect. There shall be no penalty for early termination. If City terminates the contract pursuant to this paragraph, it shall pay Artist for services rendered prorated to the date of termination.

### AGREEMENT MODIFICATIONS

Modifications to this Agreement are valid only if made in writing and signed by all parties.

### OWNERSHIP OF WORK PRODUCT

City shall be the owner of and shall be entitled to possession of any and all work products of Artist which result from this Agreement, including any computations, plans, correspondence or pertinent data and information gathered by or computed by Artist prior to termination of this Agreement by Artist or upon completion of the work pursuant to this Agreement.

### GOVERNING LAW

Artist shall comply with all applicable federal, state and local laws; and rules and regulations on non-discrimination in employment because of race, color, ancestry, national origin, religion, sex, marital status, age, medical condition or disability. The provisions of this Agreement shall be construed in accordance with the provisions of the laws of the State of Oregon. All provisions required by ORS Chapter 279 to be included in a contract of this type are incorporated into this Agreement as though fully set forth herein. Any action or suits involving any question arising under this Agreement must be brought in the appropriate court of the State of Oregon.

### COMPLETE AGREEMENT

This Agreement and attached exhibit constitutes the entire Agreement between the parties. No waiver, consent, modification, or change of terms of this Agreement shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change if made, shall be effective only in specific instances and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement. Artist, by the signature of its authorized representative, hereby acknowledges that he/she has read this Agreement, understands it and agrees to be bound by its terms and conditions.

IN WITNESS WHEREOF, City has caused this Agreement to be executed by its duly authorized undersigned officer and Artist has executed this Agreement on the date hereinabove first written.

**CITY OF TIGARD**

**ARTIST**

\_\_\_\_\_  
By: Authorized City staff

\_\_\_\_\_  
By: Authorized Agent of Artist

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Exhibit A**  
**Scope of Work**

To be determined at the time of contract award.

AGENDA ITEM # 8  
FOR AGENDA OF April 20, 2004

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Bull Mountain Process Update and Discussion

PREPARED BY: Jim Hendryx DEPT HEAD OK [Signature] CITY MGR OK [Signature]

ISSUE BEFORE THE COUNCIL

Review and comment on the Bull Mountain Annexation Plan Timeline and Process for a July 27 public hearing.

STAFF RECOMMENDATION

Review and comment on the Bull Mountain Annexation Plan Timeline and Process for a July 27 public hearing.

INFORMATION SUMMARY

The City of Tigard is proposing to annex the Bull Mountain area through the annexation plan process. State law ORS 195.205 allows the City to annex territory within an urban growth boundary (UGB) pursuant to a detailed annexation plan, subject to voter approval. First, however, the City must hold two hearings: 1) a land use hearing on the annexation plan, and if the plan is approved, 2) a public hearing to approve the ballot title, thereby placing the issue on the ballot.

The City Council held a public hearing on the Bull Mountain Annexation Plan in December, but determined that additional time was needed to work with Washington County and the public before placing the plan before the voters. At its December 16, 2003, meeting, the Council considered and unanimously adopted a resolution directing staff to schedule an annexation plan public hearing in July 2004 and to consider placing the measure on the November 2004 ballot.

In order to hold a July 27, 2004, public hearing on the land-use aspects of the plan, certain legal requirements must be met. The attached schedule (Attachment 1) details the required steps and deadlines for conducting a July 27 hearing and November vote. This information will also be shared with the public to facilitate understanding of the process and ultimately the hearing. A Communications Strategy, sent out in the 4/16/04 Council newsletter, will be presented at the work session.

OTHER ALTERNATIVES CONSIDERED

Not applicable.

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VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

Growth and Growth Management, Goal #2 – Urban services are provided to all citizens within Tigard's urban growth boundary and recipients of services pay their share.

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ATTACHMENT LIST

Attachment 1: Bull Mountain Annexation Plan: Land Use Hearing, Target Date July 27, 2004

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FISCAL NOTES

N/A

# Bull Mountain Annexation Plan

## Land Use Hearing Target Date July 27 2004

Target Date	Task	Comments
April 20	CC worksession: Overall schedule; "critical path" discussion	Discussion of overall timeline; critical dates; confirmation for phasing
May 18	CC worksession: Review of Bull Mountain Annexation Plan	Detailed discussion: Annexation Plan elements: legal requirements; land use/non land use aspects. Annexation Plan document must be finalized by June 11 for Metro 45-day notice
June 11	Metro Notice Package/Service Providers (45 days before July 27)	
June 15 June 22	Bull Mountain White Papers Alternatives: 1) CC Worksession; or 2) CC Business, resolution	"White Papers" should not be confused with annexation land use decision; need to follow separate path.
July 13	Annexation Plan Package Final for July 27: Staff Report; Annexation Plan; Ordinance.	Ballot follows separate path; coordination by ADM
July 13	Publishing Notice x 2 weeks before July 27	Must be published two weeks before July 27 hearing
July 17	Property Owners Notice	Massive mailing
<b>July 27</b>	<b>Hearing</b>	
July 27 August 10 August 24	Ordinance Adoption	Alternatives: July 27 through August 10 and August 24 (placeholders); must be adopted by end of August for Nov. 2 ballot
	Land Use: Notice of Decision and Decision	Mailing within 5 business days after

# Bull Mountain Annexation Plan

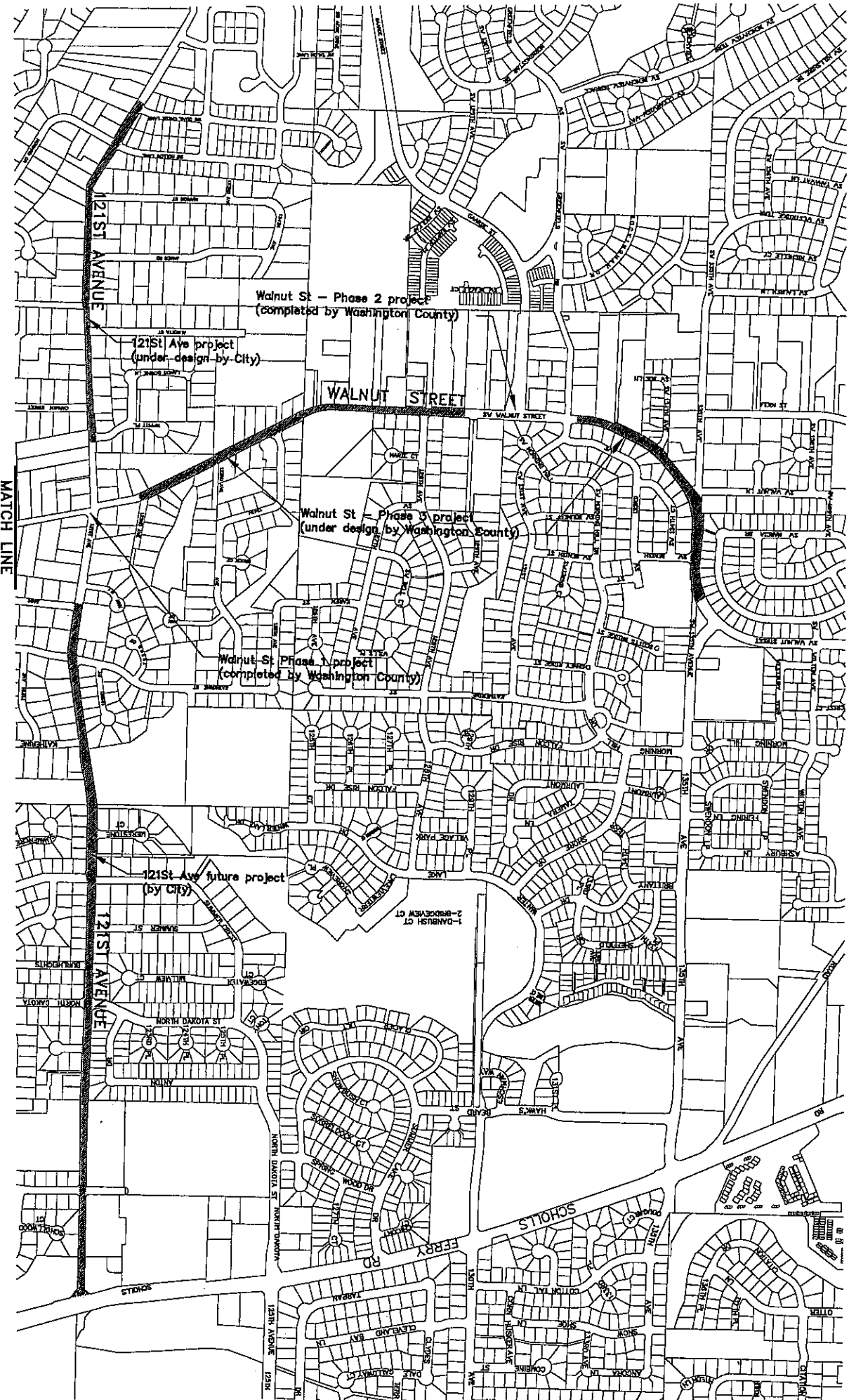
## Land Use Hearing Target Date July 27 2004

Target Date	Task	Comments
		decision
Annexation Plan/Ballot	Ballot (title, explanatory statement) July 27 -August 10-August 25	Separate path: ADM coordination
August 31	Notice of Annexation Plan Election ORS 254.045: 61 days before Nov. 2	Ballot and Annexation Plan Decision must be adopted by end of August for Nov. 2 election
<b>Nov. 2</b>	<b>ELECTION</b>	
Dec. 14 Dec. 28	CC Election Certification Adoption by Resolution	
January 2005	Notice of Annexation to State	Must be done by March 31, 2005 for July 2005 tax roll



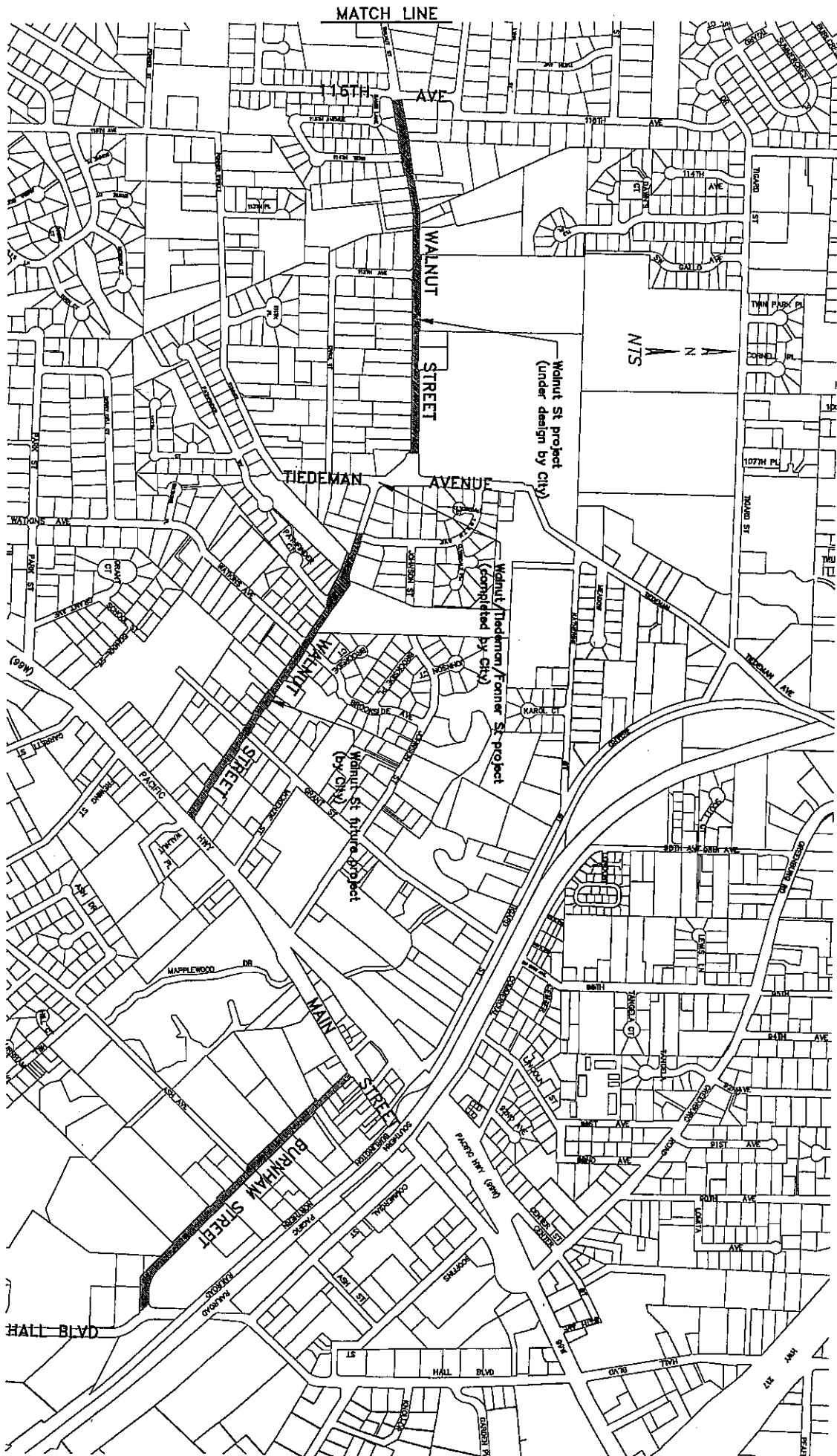
PROJECT LOCATION MAP  
121ST AVENUE & WALNUT STREET

Attachment 4





PROJECT LOCATION MAP  
WALNUT STREET & BURNHAM STREET



AGENDA ITEM # 9  
FOR AGENDA OF April 20, 2004

CITY OF TIGARD, OREGON  
COUNCIL AGENDA ITEM SUMMARY

ISSUE/AGENDA TITLE Exceptions to the Transportation System Plan Standards on Certain Street Improvement Projects.

PREPARED BY: 822/B G. Berry & V. Nguyen DEPT HEAD OK: Agustin P. Duenas CITY MGR OK: Bill Monahan

ISSUE BEFORE THE COUNCIL

Discussion and direction from Council on proposed exceptions to the Transportation System Plan Standards on certain street improvement projects.

STAFF RECOMMENDATION

Review, discuss and provide direction on proposed exceptions to the Transportation System Plan Standards for certain street improvement projects.

INFORMATION SUMMARY

The Community Development Code (CDC) 18.810E currently requires that street right-of-way and roadway widths conform to the guidelines of the Tigard Transportation System Plan (TSP) adopted by Council on September 10, 2002 by Ordinance 02-33 or be in accordance with an approved plan. In widening existing streets to ultimate width, the existing terrain, the proximity of existing houses to the streets, and various other factors preclude adherence to the TSP requirements. In all cases, the proposed designs would provide the carrying capacity required by the TSP. However, the difficulties inherent in retrofitting a widening project through an existing neighborhood make it advisable to limit the rights-of-way takings. In limiting these takings, certain elements (such as landscaped strips) need to be eliminated on segments of the streets.

It is the intent of staff to follow the current TSP standards wherever possible. However, the following are some of the reasons for deviating from the current TSP standards:

- Many homes with access to the streets would have driveways less than 20 feet long; the minimum length required for parking.
- Many driveway slopes would be excessively steep (over 20% of slope).
- Many big trees would have to be removed. Existing fences, retaining walls and landscaping would also be reconstructed.
- Certain residents would have to be relocated due to serious proximity damage generated by the projects.
- Sensitive areas would be greatly impacted.
- Some of the street segments (such as Walnut Street from Tiedeman Avenue to 135<sup>th</sup> Avenue) have had the two project ends and the intersections in the middle designed and constructed to the older standard. It makes sense to continue that standard in filling in the gaps to complete the entire segment

The landscaped strips between the curb and the sidewalk required by the TSP may be a reasonable requirement for a new street, but would force the sidewalk closer to homes on existing streets. Placing the sidewalks curb-tight in these areas would allow the homeowners to landscape, plant, and maintain the area from the sidewalk to the houses as one continuous frontage. Placing landscaped strips between the curb and sidewalk makes maintenance problematic since homeowners would be less likely to consider the landscaped strip part of their front yard. Because of these reasons, City Council will be requested to approve deviations from the TSP standards on certain City projects and approve street improvement plans that incorporate those deviations.

The following are two projects that will have significant difficulty in conforming to the TSP standards regarding planter strips and medians.

- Walnut Street from 116<sup>th</sup> Avenue to Tiedeman Avenue
- 121<sup>st</sup> Avenue from Quail Creek Lane to Tippitt Place

The project designs for these two projects began over two years ago and have been completed following the design standards for major collectors prior to the adoption of the current standards in September 2002. The previous standards provided for a 44-foot wide street width within a 60-foot wide right-of-way without a landscaped strip separating the curb and sidewalk. The properties to be acquired along the entire length of the projects have been identified, the rights-of-way descriptions have been prepared, appraisals to set values are in various stages of completion, and negotiations to acquire the properties are well underway. It is extremely late in the process for these two projects to go back and acquire additional right-of-way to comply with the current standards. We certainly can review the project designs and identify those limited areas where planter strips can be installed. We can also identify selected locations where planter strips can be placed to break up the center-turn lane and channelize the left-turn movements into side streets. However, the extent to which those elements can be added is limited and would require additional expense to redesign, reappraise and acquire the additional properties needed to make those changes. We need Council direction on the extent to which we would make that effort.

A third project (funded through MSTIP 3) covers the two segments of Walnut Street as follows:

- Walnut Street from 135<sup>th</sup> Avenue to 350' west of Gaarde Street
- Walnut Street from 350' east of Gaarde Street to 122<sup>nd</sup> Avenue

This project was originally one continuous project from 121<sup>st</sup> Avenue to 135<sup>th</sup> Avenue, but was divided into three phases as a result of Measure 50 and the extended period anticipated for the revenue collection to complete the MSTIP projects. Washington County designed and constructed the 121<sup>st</sup> Avenue/Walnut Street intersection (Phase 1) using the older standard with curb-tight sidewalks. The City designed and constructed the second phase consisting of the intersection of Gaarde Street with Walnut Street again using the older standard. In addition, the intersection of Walnut Street with 135<sup>th</sup> Avenue is already in-place, follows the older standard, and will not be improved as part of this project. As the third and last phase, this project fills in the gaps between the completed segments and completes the entire project funded in the MSTIP. There are opportunities for planter strips along the two segments above, but those opportunities are again limited because of proximity of houses to the street and the extremely varied nature of the terrain on both sides of the street. The County is halfway through the project design and plans to begin construction of the project this summer. The County staff is recommending that the project design omit planter strips, except for one or more areas where it makes sense to provide them. Again, we need Council direction on this issue.

Some of the potential future projects will also need exceptions if the project costs and proximity damages are to be kept within reason. Some of the streets that we have identified are as follows:

- 121<sup>st</sup> Avenue from Ann Street to North Dakota Street
- Walnut Street from 106<sup>th</sup> Avenue to Highway 99W
- Burnham Street from Main Street to Hall Boulevard

For these and other potential street-widening projects, we propose that a discussion with Council occur possibly at the 30% design stage to delineate the impacts to surrounding properties and identify those areas where the TSP design elements cannot reasonably be met. Criteria to be used in making those determinations would be established as part of that process. Council direction can be obtained on a case-by-case basis for these projects and the project design and rights-of-way acquisition can proceed beyond that point with Council approval.

The project descriptions for the on-going projects and the reasons for the deviations are summarized in Attachment 1. The TSP requirements, the proposed designs, and the deviations from the TSP standards are summarized in Attachment 2 for both current and potential future projects.

A final discussion point is: Should the approved street improvement plans be used in the construction of City projects only, or should developers conform to those approved plans on private development projects along those street segments? In some development projects already completed, developers purchased several lots along existing streets and consolidated them prior to development. Existing homes were removed, the terrain was flattened, and the layouts on the lots were drastically altered. Meeting the TSP requirements would be reasonable in such cases, including dedication of the full rights-of-way width required. Infill projects on small lots may not provide such opportunities. One position that the City could take is that developers initiating projects along these street segments should be required to meet the TSP requirements (full rights-of-way dedication plus planter strips), unless they can provide sufficient justification for conforming to the approved plan. This would provide an opportunity for the developers, on a case-by-case basis, to request conformance of the street improvements to the approved plan and fully justify the reasons for deviating from the TSP standards on their respective projects. Council direction on this issue would be needed to set the policy on developments that occur along each street with an approved street improvement plan.

Staff proposes to prepare a resolution for Council consideration reflecting the direction provided at this meeting. The approved street improvement plans would provide the basis for staff to move ahead with City projects for implementation.

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#### OTHER ALTERNATIVES CONSIDERED

N/A

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#### VISION TASK FORCE GOAL AND ACTION COMMITTEE STRATEGY

N/A

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### ATTACHMENT LIST

Attachment 1 – Project Descriptions & Reasons for Deviations from TSP Requirements on Current Projects  
Attachment 2 - Table summarizing proposed design, TSP requirements and deviations  
Attachment 3- Typical Street Sections  
Attachment 4 - Project Location Maps

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### FISCAL NOTES

Not applicable.

## Attachment 1

### **Project Descriptions & Reasons for Deviations from TSP Requirements on Current Projects**

- **Walnut Street (Designed & Constructed by the City)** - Walnut Street from 116<sup>th</sup> Avenue to the Tiedeman Street/Fonner Avenue is a City project proposed for construction beginning FY 2007-08. The design of the project has been substantially completed and necessary rights-of-way are now being purchased. The Walnut Street and Tiedeman Street/Fonner Avenue intersection was improved by the City in 1999 to the major collector standards of the 1991 Comprehensive Plan. The proposed improvements are intended to minimize impacts and match the existing intersection improvements with a 60-foot right-of-way instead of a 68-foot right-of-way required by the TSP.
- **121<sup>st</sup> Avenue** - The intersection of 121<sup>st</sup> Avenue and Walnut Street has been improved by Washington County as part of the Walnut Street - Phase 1 project. The intersection was improved to the major collector standards of the 1991 Comprehensive Plan. This project would extend these improvements south of the intersection from Tippitt Place to Quail Creek Lane. The TSP currently classifies 121<sup>st</sup> as a collector with a minimum street width of 44-foot within a right-of-way with of 68-foot. The proposed improvements, matching the existing intersection improvements, meet the street width standard but deviates from the 68-foot-wide right-of-way TSP standard. The narrowing of the right-of-way required is accomplished by eliminating the landscaped strips throughout much of the project. The design of the project has been substantially completed and necessary rights-of-way are now being purchased.
- **Walnut Street (Designed & Constructed by Washington County)** – Walnut Street from 135<sup>th</sup> Avenue to 350-foot west of Gaarde Street and from 350-foot east of Gaarde Street to 122<sup>nd</sup> Avenue is the last phase of a 3-phase project performed by Washington County. The project is intended to provide a fully improved connection between the Phase 1 improvements completed at the intersection of 121<sup>st</sup> Avenue and similar improvements completed by the Phase 2 improvements at the intersection of Gaarde Street. Phase 3 is scheduled for construction from October 2004 to December 2005. Phases 1 and 2 were constructed to major collector standards for those streets identified as major collectors in the Comprehensive Plan Transportation Map adopted by Council on June 11, 1991 by Ordinance 91-13 since these were the standards in effect when these projects were planned and constructed. These standards provided for a 44-foot wide street width within a 60-foot wide right-of-way without a landscaped strip separating the curb and sidewalk. The Tigard TSP has changed the classification of Walnut Street to an arterial from Barrows Road to Gaarde Street, but maintains its collector status from Gaarde Street to Highway 99W.

An exemption for this project would allow a narrower right-of-way without a landscaped strip for the improvements of Phase 3 to match Phases 1 and 2 and minimize impacts to surrounding homes.

## Attachment 2

### Summary

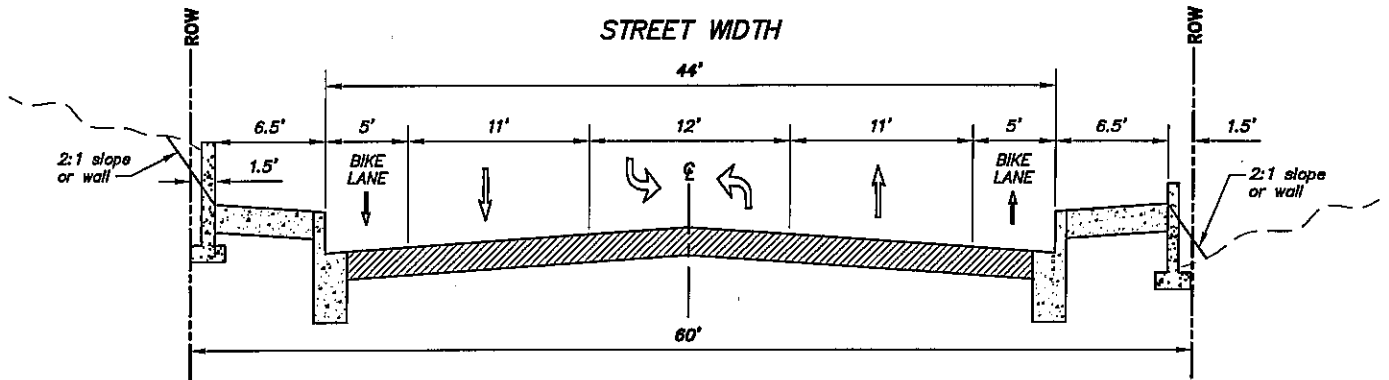
#### Proposed Design, TSP Requirements & Deviations

Street	Functional Classification	Min. Street Width per TSP Requirements for 3 Lanes	Proposed Design	Street Width-Meets	Min. R/W Width per TSP Requirements for 3 Lanes	Proposed Design	R/W Width-Meets	Deviation
<b>Current Projects</b>								
<b>Walnut Street</b> (116 <sup>th</sup> to Tiedeman Ave)	Collector	44'	44'	Yes	68'	60'	No	Landscaped strips omitted
<b>121<sup>st</sup> Avenue</b> (Quail Creek Lane to Tippitt Place)	Collector	44'	44'	Yes	68'	60'	No	Landscaped strips omitted
<b>Walnut Street</b> (135 <sup>th</sup> Ave to 350' west of Gaarde Street)	Arterial	46'	44'	No	74'	61' to 74'	No	11' travel lanes - Landscaped strips omitted except for one area
<b>Walnut Street</b> (350' east of Gaarde Street to 122 <sup>nd</sup> Ave)	Collector	44'	44'	Yes	68'	60'	No	Landscaped strips omitted
<b>Potential Future Projects</b>								
<b>121<sup>st</sup> Avenue</b> (Ann Street to North Dakota Street)	Collector	44'	44'	Yes	68'	60'	No	Landscaped strips omitted
<b>Walnut Street</b> (106 <sup>th</sup> Ave to 99W)	Collector	44'	44'	Yes	68'	60'	No	Landscaped strips omitted
<b>Burnham Street</b> (Main Street to Hall)	Collector	44'	44'	Yes	68'	60'	No	Landscaped strips omitted

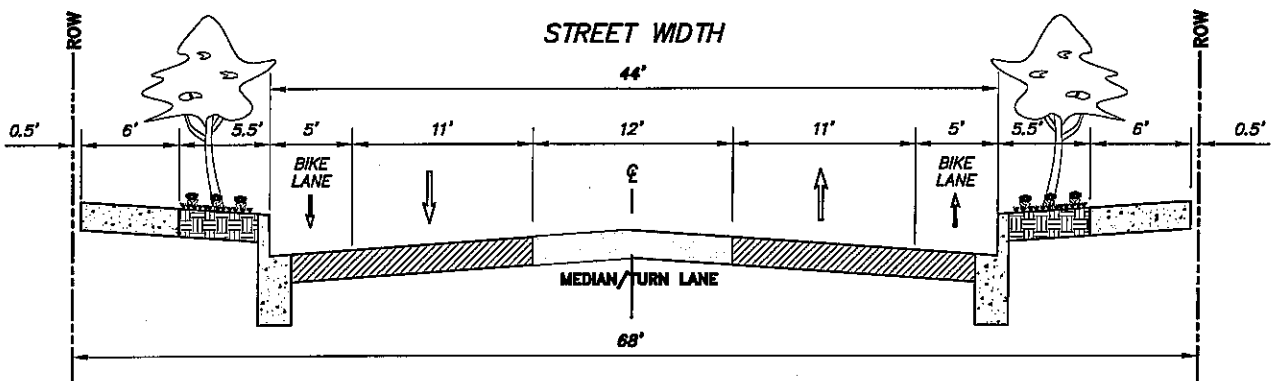
Street width = Width from face of curb to face of curb

# Attachment 3

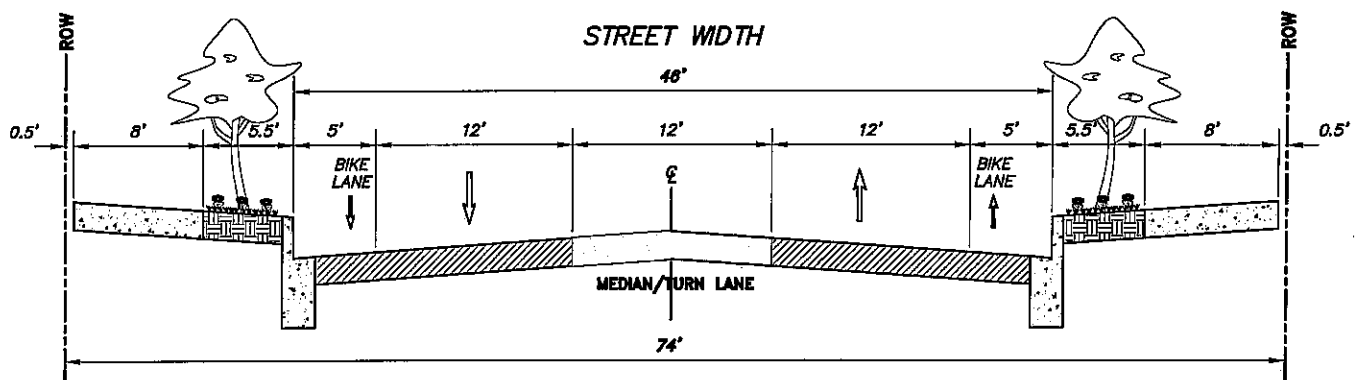
## TYPICAL SECTIONS 121ST AVE, WALNUT STREET & BURNHAM STREET



**PROPOSED DESIGN**  
44' CURB TO CURB  
WITHOUT PLANTER STRIPS



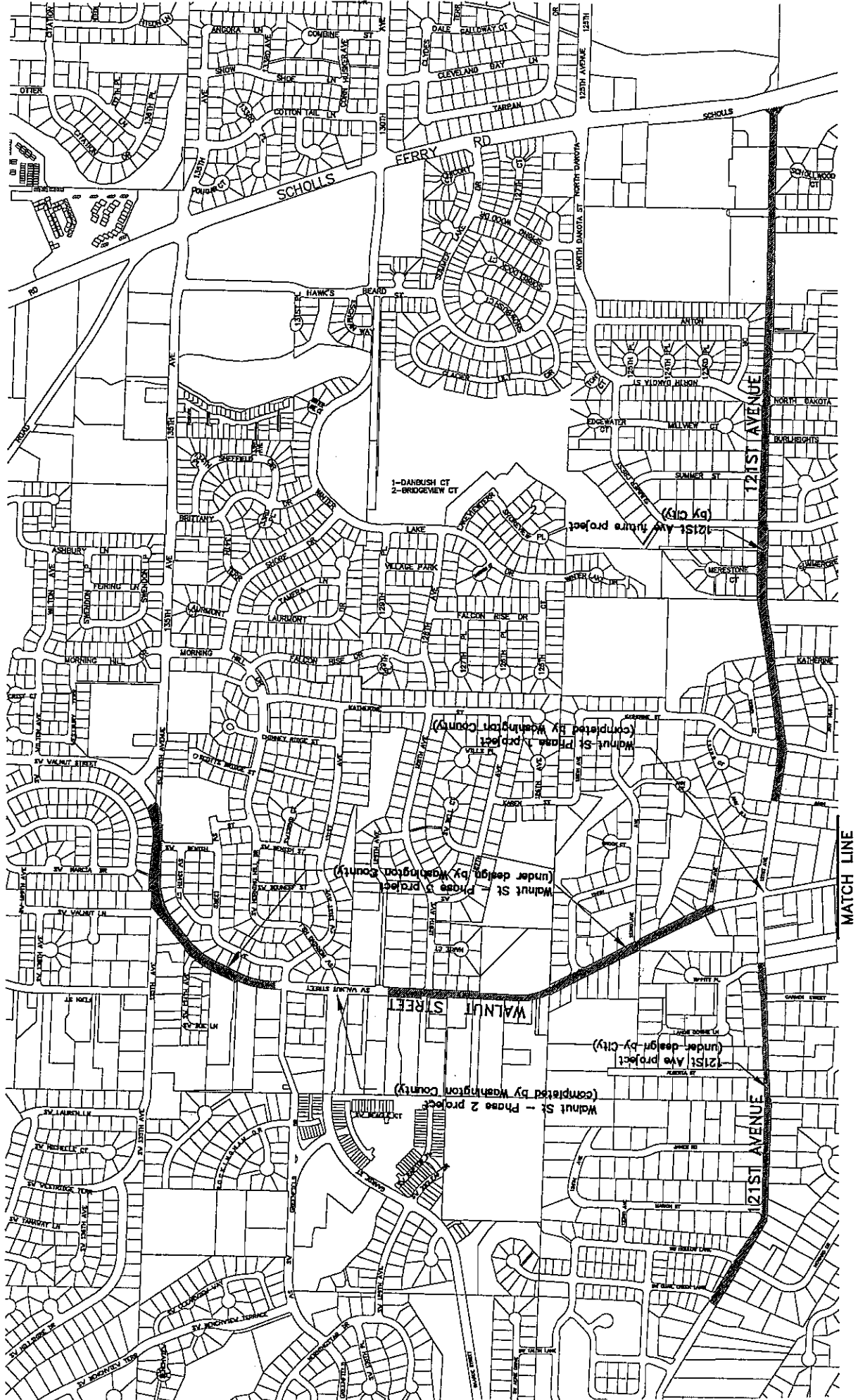
**TSP COLLECTOR STANDARD**  
44' CURB TO CURB  
WITH PLANTER STRIPS



**TSP ARTERIAL STANDARD**  
46' CURB TO CURB  
WITH PLANTER STRIPS



121ST AVENUE & WALNUT STREET



Agenda Item No.: 10  
Meeting of: April 20, 2004

Packet Materials for the

## UPDATE ON COMMUNICATIONS

will be available in hard copy on Friday, April 16, 2004.

For more information, contact the City Recorder's Office at  
503-639-4171

